

ATP 3-21.11

SBCT Infantry Rifle Company

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SBCT INFANTRY RIFLE COMPANY

Contents

	Page
PREFACE	viii
INTRODUCTION	ix
Chapter 1 ORGANIZATION AND CAPABILITIES	1-1
Section I – Operational Overview	1-1
Unified Land Operations.....	1-1
Operational Environment.....	1-1
Threat	1-2
Foundations of Unified Land Operations.....	1-3
Core Competencies.....	1-4
Combat Power	1-5
Leadership	1-5
Information.....	1-5
Warfighting Functions.....	1-6
Section II – Organization	1-7
Section III – Duties and Responsibilities	1-16
Chapter 2 OFFENSE	2-1
Section I – Basics of the Offense	2-1
Characteristics of the offense	2-1
Offensive Tasks	2-2
Sequence of the Offense.....	2-2
Forms of Maneuver	2-5
Common Offensive Planning Considerations.....	2-10
Warfighting Functions.....	2-11
Additional Planning Considerations	2-22
Section II – Movement to Contact	2-27
Organization of Forces	2-27
Control Measures	2-28
Planning a Movement to Contact.....	2-29
Preparing for a Movement to Contact	2-29
Executing a Movement to Contact	2-29
Search and Attack.....	2-30

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	Cordon and Search	2-32
	Section III – Attack.....	2-39
	Organization of Forces	2-40
	Control Measures for an Attack.....	2-41
	Planning an Attack.....	2-41
	Preparing an Attack	2-43
	Executing an Attack.....	2-44
	Special-Purpose Attacks.....	2-46
	Section IV – Transitions	2-48
	Consolidation.....	2-48
	Continuing Operations	2-49
Chapter 3	DEFENSE	3-1
	Section I – Basics of the Defense	3-1
	Characteristics of Defense.....	3-1
	Defensive Tasks.....	3-3
	Forms of the Defense	3-6
	Common Defensive Planning Considerations	3-7
	Common Defensive Control Measures.....	3-11
	Section II – Defense of a Linear Obstacle.....	3-14
	Plan.....	3-14
	Prepare	3-15
	Execute	3-15
	Assess	3-15
	Section III – Perimeter Defense.....	3-16
	Planning and Preparing	3-17
	Executing	3-17
	Assessing.....	3-17
	Section IV – Reverse-Slope Defense	3-18
	Section V – Engagement Area Development.....	3-22
	Identify Likely Enemy Avenues of Approach.....	3-22
	Determine Enemy Scheme of Maneuver	3-23
	Determine Where to Engage the Enemy	3-24
	Plan and Integrate Obstacles.....	3-25
	Emplace Weapons Systems	3-26
	Plan and Integrate Indirect Fires	3-28
	Engagement Area Rehearsal.....	3-29
	Section VI – Transitions	3-29
	Consolidation.....	3-29
	Reorganization	3-30
	Continuing Operations	3-30
	Transition to Retrograde	3-30
	Transition to Offense	3-30
	Transition to Operation Focused on Stability Tasks.....	3-31
Chapter 4	STABILITY.....	4-1
	Section I – Overview of Stability	4-1

	Stability Framework.....	4-1
	Stability Principles	4-2
	Stability Tasks	4-2
	Section II – Planning Considerations	4-4
	Mission Command.....	4-4
	Movement and Maneuver	4-5
	Intelligence.....	4-5
	Fires.....	4-5
	Sustainment.....	4-6
	Protection.....	4-6
	Section III – Additional Tasks	4-7
	Area Security	4-7
	Security Force Assistance	4-8
	Section IV – Transitions	4-8
	Transition to the Offense	4-9
	Transition to the Defense.....	4-9
	Transfer of Authority	4-9
	Transition to Civilian/Host Nation Security Force Control	4-10
Chapter 5	SUSTAINMENT	5-1
	Section I – Sustainment Functions.....	5-1
	Conduct Logistics.....	5-1
	Provide Personnel Services.....	5-3
	Development of the Company Sustainment Plan	5-4
	Section II – Sustainment Responsibilities and Supporting Units	5-6
	Executive Officer	5-6
	First Sergeant	5-6
	Supply Sergeant.....	5-7
	Company Combat Medics	5-7
	Forward Support Company.....	5-7
	Section III – Conduct Logistics.....	5-8
	Plan	5-8
	Prepare.....	5-12
	Routine Resupply	5-12
	Logistics Package Operations	5-12
	Execute.....	5-13
	Section IV – Maintenance and Vehicle Recovery.....	5-18
	Levels of Maintenance.....	5-18
	Recovery.....	5-18
	Section V – Army Health System Support.....	5-18
	Section VI – Enemy Prisoner of War and Retained/Detained Persons	5-20
Chapter 6	AUGMENTING COMBAT POWER	6-1
	Section I – Fires.....	6-1
	Fire Support Team	6-1
	Fire support Planning and Coordination.....	6-2
	Clearance of Fires.....	6-4

	Field Artillery	6-5
	Mortars.....	6-5
	Section III – Protection	6-6
	Air and Missile Defense	6-6
	Survivability	6-8
	Force Health Protection	6-9
	Chemical, Biological, Radiological, and Nuclear.....	6-10
	Employ Safety Techniques	6-10
	Operations Security	6-11
	Explosive Ordnance Disposal	6-11
	Section IV – Aviation	6-12
	Air-Ground Operations.....	6-12
	Assessing.....	6-16
	Respond to Downed Aircraft	6-17
	Air Movement	6-17
	Air Resupply	6-18
	Section V – Military Information Support Operations (MISO)	6-18
	Capabilities.....	6-19
	Planning Considerations	6-19
	Themes, Messages, and Actions	6-19
	Information-Related Capabilities	6-20
	Section VI – Special Operations Forces	6-22
	Section VII – Civil Affairs.....	6-22
	Civil-Military Operations	6-23
	Civil Affairs	6-23
	Civil Affairs Units	6-23
	Capabilities.....	6-24
Chapter 7	ENABLING OPERATIONS	7-1
	Section I – Assembly Area	7-1
	Quartermaster Party Employment.....	7-1
	Occupation of the Assembly Area	7-2
	Actions in the Assembly Area	7-3
	Actions in the Assembly Area	7-3
	Section II – Reconnaissance.....	7-4
	Reconnaissance Fundamentals.....	7-4
	Forms of Reconnaissance	7-5
	Section III – Security.....	7-10
	Fundamentals of Security Operations	7-10
	Forms of Security	7-11
	Screen.....	7-12
	Guard.....	7-13
	Cover	7-13
	Area Security.....	7-14
	Local Security.....	7-14
	Section IV – Patrols	7-15

	Section V – Relief in Place	7-16
	Planning.....	7-16
	Coordination.....	7-17
	Conducting the Relief.....	7-17
	Section VI – Passage of Lines	7-18
	Planning Considerations.....	7-18
	Forward Passage of Lines.....	7-19
	Rearward Passage of Lines.....	7-20
	Section VII – Linkup	7-22
	Control Measures.....	7-22
	Execution.....	7-22
	Phases of the Linkup.....	7-23
	Section VIII – Breaching	7-23
	Breaching Tenets.....	7-24
	Conducting the Breach.....	7-25
	Section IX – Gap Crossing	7-28
	Wet Gap Crossing.....	7-29
	Dry Gap-Crossing Operations.....	7-29
	Section X – Troop Movement	7-30
Chapter 8	DIRECT FIRE PLANNING AND CONTROL	8-1
	Section I – Fire Control Techniques	8-1
	Fire Control Process.....	8-1
	Principles of Direct Fire.....	8-4
	Section II – Direct Fire Planning	8-6
	Overview.....	8-6
	Standard Operating Procedures.....	8-7
	Section III – Direct Fire Control	8-8
	Fire Control Measures.....	8-8
	Fire Commands.....	8-18
Appendix A	BREACHING USING MGS	A-1
	GLOSSARY	Glossary-1
	REFERENCES	References-1
	INDEX	Index-1

Figures

Figure 1-1. SBCT Infantry rifle company.....	1-8
Figure 2-1. Envelopment.....	2-6
Figure 2-2. Flank attack.....	2-7
Figure 2-3. Turning movement.....	2-8
Figure 2-4. Frontal attack.....	2-9
Figure 2-5. Penetration.....	2-10

Figure 2-6. Company column with platoons in a wedge and in columns	2-12
Figure 2-7. Company in wedge with platoons in different formations	2-13
Figure 2-8. Company vee with platoons in different formations	2-14
Figure 2-9. Company line with platoons in wedge formations.....	2-15
Figure 2-10. Company echelon right with platoons in echelon formations	2-15
Figure 2-11. SBCT Infantry rifle company box and diamond formations	2-16
Figure 2-12. Traveling	2-18
Figure 2-13. Traveling overwatch	2-19
Figure 2-14. Bounding overwatch.....	2-20
Figure 2-15. Establishment of a cordon	2-39
Figure 3-1. Primary, alternate, and subsequent battle positions	3-13
Figure 3-2. Supplementary battle position.....	3-13
Figure 3-3. Defense of a linear obstacle	3-16
Figure 3-4. Perimeter defense	3-18
Figure 3-5. Reverse slope considerations.....	3-20
Figure 3-6. SBCT Example of a reverse slope	3-21
Figure 3-7. Likely enemy avenues of approach.....	3-23
Figure 3-8. Example enemy scheme	3-24
Figure 3-9. Where to engage the enemy	3-25
Figure 3-10. Integrate obstacles	3-26
Figure 3-11. Emplace weapons systems	3-27
Figure 3-12. Integrate indirect fires.....	3-28
Figure 5-1. Forward Support Company.....	5-8
Figure 5-2. Basic load for Stryker Infantry rifle company	5-10
Figure 5-3. Infantry combat load.....	5-11
Figure 5-4. Service station method	5-14
Figure 5-5. Tailgate resupply method	5-15
Figure 5-6. Prestock resupply operations—Method 1 (central Class V prestock site) ..	5-16
Figure 5-7. Prestock resupply operations—Method 2 (Class V prestock site for each vehicle)	5-17
Figure 5-8. Army air and ground evacuation	5-19
Figure 6-1. Grid line method.....	6-15
Figure 6-2. Attack-by-fire method	6-16
Figure 7-1. SBCT Infantry rifle company assembly area	7-2
Figure 7-2. SBCT Infantry rifle company area reconnaissance.....	7-6
Figure 7-3. Route reconnaissance using fans.....	7-8
Figure 7-4. SBCT Infantry rifle company forward passage of line	7-20
Figure 7-5. SBCT Infantry rifle company rearward passage of lines	7-21
Figure 8-1. Example of identifying probable enemy locations and determining enemy scheme of maneuver.....	8-2
Figure 8-2. Example of determining where and how to mass fires.....	8-3
Figure 8-3. Example of orienting forces to speed target acquisition.....	8-4

Figure 8-4. Examples of constructed TRP markers..... 8-9

Figure 8-5. Examples of terrain-based quadrants 8-11

Figure 8-6. Example of friendly-based quadrants 8-12

Figure 8-7. Examples of fire patterns..... 8-17

Figure 8-8. Examples of target array 8-18

Figure A-1. Safety zones..... A-3

Figure A-2. MGS wall breach execution A-5

Figure A-3. Infantry enter and clear building A-6

Tables

Table 2-1. Comparison of movement formations 2-17

Table 5-1: Days of Supply Class I, III, and IV 5-9

Table 5-2. Categories of evacuation precedence..... 5-20

Table 7-1. Stationary and passing unit responsibilities..... 7-22

Table 7-2. Relationship between breaching organization and breaching
fundamentals 7-26

Table 8-1. Common fire control measures..... 8-8

Table 8-2. Weapons safety posture levels..... 8-14

Table A-1. Munition selection A-2

Preface

Army Techniques Publication (ATP) 3-21.11 provides doctrinal framework for techniques for the Stryker brigade combat team (SBCT) Infantry rifle company within the SBCT. This ATP provides employment of the SBCT Infantry rifle company in decisive action.

This ATP provides doctrinal guidance for commanders, staff, and leaders who are responsible for planning, preparing, executing, and assessing operations of the SBCT Infantry rifle company. It serves as an authoritative reference for personnel developing, materiel and force structure, institutional and unit training, and standard operating procedures (SOP) for SBCT Infantry rifle company operations. This ATP supplements the doctrinal material found in FM 3-96.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

ATPs contain techniques that are nonprescriptive ways or methods used to perform missions, functions, or tasks. They are intended to be used as a guide to supplement doctrinal material published in active Field Manuals. This ATP outlines the framework that the SBCT Infantry rifle company will operate separately or as part of a combined arms team. It includes discussions of doctrine that is applicable to all companies.

ATP 3-21.11 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 3-21.11 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 3-21.11 is the proponent publication are boldfaced in the text. For definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition. This publication applies to the Active Army, the Army National Guard/Army National Guard of the United States (ARNGUS), and the United States (U.S.) Army Reserve, unless otherwise stated.

Unless otherwise stated, whenever the masculine gender is used, both men and women are implied.

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Introduction

ATP 3-21.11, The SBCT Infantry rifle company of the Stryker brigade combat team (SBCT), discusses the techniques used by the Infantry rifle company while conducting missions. These are techniques and are not prescriptive. Mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC) condition will dictate how the company commander accomplishes his tasks. This manual provides the commander and his subordinates with an array of methods that can be used or modified.

ATP 3-21.11 has eight chapters and one appendix. The chapters consist of an organizational chapter and a chapter on offense, defense, and stability operations. Defense support to civilian authorities and defense support of civil authority (DSCA) is not covered. Throughout the chapters, tactical enabling operations are included in the discussions. The chapters and the appendix use examples and illustrations to show techniques that can be used. Doctrine is included only to the extent of understanding the context and relationships between techniques.

The following text below compares the table of contents of ATP 3-21.11 and FM 3-21.11. The chapters and sections of FM 3-21.11 are reorganized and updated to adhere to the standards of an ATP. For parts of FM 3-21.11 that have no corresponding discussion in the ATP, the applicable publication is listed in parenthesis. This manual incorporates the significant changes in Army doctrinal terminology, concepts, constructs, and proven tactics developed during recent operations. It also incorporates doctrinal terms and changes based on Doctrine 2015.

Note. This manual is written based on the current structure of the SBCT and its subordinate units. The organizational charts in chapter 1 illustrate the structure of the SBCT Infantry rifle company for this publication. Future changes to the organizational structures of the SBCT Infantry rifle company will be published as change documents to the manual.

The following is a brief introduction and summary of changes by chapter.

Chapter 1 – Organization

Chapter 1 addresses the organizational characteristics of the SBCT Infantry rifle company as optimized and trained to conduct offensive and defensive tasks, and operations in support of stability to function across the range of military operations. Chapter 1 describes the organization and mission of the company, each of its subordinate elements as well as the duties and responsibilities of its key leaders.

Chapter 2 – Offense

Chapter 2 discusses offensive actions to destroy, defeat, or neutralize the enemy. The chapter addresses the characteristics of a SBCT Infantry rifle company offense and describes the movement to contact, attack tasks, and considerations when participating in exploitation, and pursuit. Chapter 2 also discusses—

- Common offensive planning considerations.
- Forms of maneuver. (Adds sixth form of maneuver “flan attack”.)
- Planning considerations when transitioning to other tactical operations.

Note. ADRP 3 90, dated 31 August 2012, adds a sixth form of maneuver, flank attack.

Chapter 3 – Defense

Chapter 3 discusses defensive actions to defeat enemy attacks, buy time, control key terrain, protect critical infrastructure, secure the population, and economize forces. The chapter addresses SBCT Infantry rifle company defense characteristics and describes the three defensive tasks: area defense, mobile defense, and retrograde. Chapter 3 also discusses—

- Common defensive planning considerations.
- Forms of the defense.
- Forms of defensive maneuver.
- Planning considerations when transitioning to other tactical operations.

Chapter 4 – Stability

Chapter 4 addresses support to operations focused on stability tasks. This chapter encompasses various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power. In addition, Chapter 4—

- Addresses the foundation (principles and framework), and environment during stabilization.
- Discusses the actions taken by the SBCT Infantry rifle company when supporting stability tasks.
- Discusses the transition from stability to other tactical operations.

Chapter 5 – Sustainment

Chapter 5 discusses the process for combat trains that the SBCT Infantry rifle company use to anticipate their needs. Discusses the placement of key sustainment personnel at locations throughout the SBCT footprint. Chapter 5 also addresses the following—

- Functions of sustainment.
- Responsibilities.
- Maintenance.
- Arm Health system support.
- Human resources support.
- Enemy prisoner of war (EPW)/Detained persons.

Chapter 6 – Augmenting Combat Power

Chapter 6 provides techniques for the integration and synchronization of warfighting functions as enablers to enhance the conduct of operations, Chapter 6 includes discussions on—

- Fires.
- Protection.
- Aviation.
- Military information support operations (MISO).
- Special operation forces (SOF).
- Civil affairs.

Chapter 7 – Enabling Operations

Chapter 7 provides the enabling tasks and activities into one chapter. It includes details in the supporting tasks that occur before, during, and after decisive action. Chapter 7 also addresses the following—

- Assembly areas.
- Reconnaissance.
- Security.
- Patrols.
- Relief in place.
- Passage of lines.
- Linkup.

- Combined arms breaching and gap.
- Troop movement.

Chapter 8 – Direct Fire Planning and Control

Chapter 8 provides guidance for planning and integration of the direct fire weapon systems used by the Stryker Infantry rifle company to engage targets. Provides techniques for weapon employment, rates and patterns of fire.

Appendix A – Breaching Using MGS

Appendix A gives detail information on how the Stryker Infantry rifle company breaches structures using the mobile gun system (MGS). This technique requires the Infantry and MGS working in direct coordination with one another to accomplish their common goal.

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Chapter 1

Organization and Capabilities

The primary mission of the SBCT Infantry rifle company is to close with the enemy by means of maneuver to destroy or capture him, or to repel his assault by fire, close combat, and counterattack. The SBCT Infantry rifle company can be deployed rapidly and can be sustained by an austere support structure for up to 72 hours of independent operations. SBCT conducts operations against threat forces in all types of terrain and weather conditions. The SBCT Infantry rifle company is ready to adapt to various environments. This requires bold, aggressive, resourceful, and adaptive leaders who are willing to accept prudent risks to accomplish the mission. This chapter emphasizes the role, organization, capabilities, duties and responsibilities within the SBCT Infantry rifle company.

SECTION I – OPERATIONAL OVERVIEW

1-1. An operation is a series of tactical actions with a common purpose or unifying theme. A tactical action is a battle or engagement, employing lethal or nonlethal actions, designed for a specific purpose relative to the enemy, the terrain, friendly forces, or other entity. Tactical actions include widely varied activities such as an attack to seize a piece of terrain or destroy an enemy unit, the defense of a population, and the training of other militaries to assist security forces as part of building partner capacity.

UNIFIED LAND OPERATIONS

1-2. *Unified land operations* describes how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations. Through decisive action (simultaneous combination of offensive, defensive, and stability tasks) unified land operations can prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

1-3. A unified land operation is the Army's operational concept and the Army's contribution to unified action. The four foundations of unified land operations are initiative, decisive action, Army core competencies (wide area security and combined arms maneuver), and mission command. (Refer to ADRP 3-0 for a more in-depth discussion of unified land operations and its tenets.) The SBCT Infantry rifle company supports the Army's operational concept with their organization, equipment, capabilities, leadership, training, and Soldiers.

OPERATIONAL ENVIRONMENT

1-4. The *operational environment* is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (Joint Publication (JP) 3-0). The operational environment of the Infantry battalion includes all enemy, adversarial, friendly, and neutral systems across the range of military operations. The operational environment includes an understanding of the physical environment, the state of governance, technology, local resources, and the culture of the local population. The operational environment for each operation is different, and it evolves as the operation progresses. The company must train agile and adaptive leaders who can understand, adapt, and successfully operate within the current operational environment.

1-5. When the Infantry company is alerted for deployment, redeployment within a theater of operations, or assigned a mission, its assigned higher headquarters provides an analysis of the operational environment. That analysis includes the operational variables: political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT).

1-6. Upon receipt of a mission, the commander assisted by his company intelligence support team (COIST) if formed, filter information categorized by the operational variables into relevant information with respect to the mission. Leaders use the mission variables to analyze missions enabling them to combine operational variables and tactical-level information with knowledge about local conditions relevant to their mission. The mission variables are: METT-TC. Refer to ADRP 6.0 for more information.

THREAT

1-7. A *threat* is any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0). Threats may include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. When threats execute their capability to do harm to the United States, they become enemies. It is critical that the SBCT Infantry rifle company understands the threat in their operational environment.

1-8. In general, the various actors in any operational area can qualify as a threat, an enemy, an adversary, a neutral, or a friend. An *enemy* is a party identified as hostile against which the use of force is authorized (ADRP 3-0). An enemy is also called a combatant and is treated as such under the law of war. An *adversary* is a party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0). An adversary becomes an enemy when friendly forces take action against them. A *neutral* is a party identified as neither supporting nor opposing friendly or enemy forces. Land operations often prove complex because a threat, an enemy, an adversary, a neutral, or a friend intermix, often with no easy means to distinguish one from another. The SBCT Infantry rifle company must engage with the various actors to determine categories they may display characteristics of. Building relationships and trust is key to influencing neutral and adversaries from moving towards the enemy goals.

HYBRID THREAT

1-9. The term hybrid threat has evolved to capture the seemingly increased complexity of operations, the multiplicity of actors involved, and the blurring between traditional elements of conflict. A *hybrid threat* is the diverse and dynamic combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting effects. Hybrid threats combine regular forces governed by international law, military tradition, and custom with unregulated forces that act with no restrictions on violence or their targets. These may involve nation-state actors that employ protracted forms of warfare, possibly using proxy forces to coerce and intimidate, or nonstate actors using operational concepts and high-end capabilities traditionally associated with states. Such varied forces and capabilities enable hybrid threats to capitalize on perceived vulnerabilities, making them particularly effective. (Refer to ADRP 3-0 for more information.)

1-10. Today and in the future, the SBCT will be called upon to fight and win against regular forces, irregular forces, terrorist forces, and criminal elements that employ unconventional and terrorist tactics, and hybrid threats that combine conventional, unconventional, and terrorist capabilities and methods to meet their strategic goals and political aims.

THREAT CAPABILITIES, TACTICS, AND TECHNIQUES

1-11. Current and future enemies and adversaries will seek to counter U.S. advantages in information collection capabilities, long-range precision fires, armor protection and mobility, communications, and combined-arms integration by employing a series of integrated tactical and technical countermeasures. Enemy tactical countermeasures will consist of deception operations, dispersion, concealment, and the intermingling with civilians in urban terrain. Complementing these tactical techniques, the enemy will employ technological countermeasures such as cyber attacks and global positioning system jamming to evade and disrupt U.S. forces' ability to develop the situation, seize the initiative, and consolidate tactical gains into favorable political outcomes.

UNIFIED ACTION

1-12. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). As military forces synchronize actions, they achieve unity of effort. Unified action includes actions of military

forces synchronized with activities of other government agencies, nongovernmental and intergovernmental organizations, and the private sector. Military forces play a key role in unified action before, during, and after operations through engagement. The Army's contribution to unified action is unified land operations.

1-13. Army forces coordinate operations with unified action partners. *Unified action partners* are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Unified action partners include joint forces and components, multinational forces, and U.S. government agencies and departments (ADRP 3-0).

FOUNDATIONS OF UNIFIED LAND OPERATIONS

1-14. Commanders can achieve strategic success by integrating the four foundations of unified land operations initiative, decisive action, core competencies, and mission command. The foundations of unified land operations begin and end with the exercise of individual and operational initiative.

INITIATIVE

1-15. All Army operations aim to seize, retain, and exploit the initiative and achieve decisive results. *Operational initiative* is setting or dictating the terms of action throughout an operation. *Individual initiative* is the willingness to act in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise (ADRP 3-0). Initiative gives all operations the spirit, if not the form, of the offense. It originates in the principle of war of the offensive. This principle goes beyond simply attacking. It requires action to change the situation on the ground. Risk and opportunity are intrinsic in seizing the initiative. To seize the initiative, commanders evaluate and take prudent risks as necessary to exploit opportunities. Initiative requires constant effort to control tempo and momentum while maintaining freedom of action. This offensive mindset, with its focus on initiative, is central to the Army's operational concept and guides all leaders in the performance of their duty. It emphasizes opportunity created by developing the situation through decisive action, whether in offensive, defensive, stability, or defense support of civil authority's tasks (refer to ADRP 3-0 for more information).

DECISIVE ACTION

1-16. The Stryker Infantry rifle company is optimally designed to conduct decisive action through its equipment and task organization in every theater of conflict. Decisive action requires continuous, simultaneous combinations of offensive, defensive, stability, and defense support of civil authorities' tasks. SBCT Infantry rifle companies are prepared to conduct any combination of these elements (described below) either independently, or as part of a larger force. (Refer to ADRP 3-0 for more information.)

Offensive Tasks

1-17. An *offensive task* is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). They impose the commander's will on the enemy. Seizing and retaining the initiative requires executing offensive tasks at some point even when conducting defensive tasks. They accomplish this through using mission command to direct and coordinate tasks that allow them to see the threat first, maneuver to a position of advantage and finish decisively.

Defensive Tasks

1-18. A *defensive task* is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks (ADRP 3-0). Successful defenses are aggressive and commanders use all available means to disrupt enemy forces. The SBCT Infantry rifle company uses the defense to occupy territory and initiate mass effects on enemy forces to repel their assault by fire, close combat, and counterattack.

Stability Tasks

1-19. *Stability tasks* include various missions, tasks, and activities conducted outside the U.S. These tasks are coordinated with other instruments of national power to maintain or reestablish a safe and secure environment, restore essential government services, and provide emergency infrastructure reconstruction

and humanitarian relief (ADP 3-07). The SBCT Infantry rifle company supports stability tasks by performing company level missions, tasks, and activities that support a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

Defense Support of Civil Authorities

1-20. Defense support of civil authority is the Department of Defense's (DOD) support to U.S. civil authorities for domestic emergencies, and for designated law enforcement and other activities. Forces conduct defense support of civil authority tasks only within the U.S. to protect her possessions and territories. U.S. Army forces conduct defense support of civil authority when the size and scope of events exceed the capabilities or capacities of domestic civilian agencies. Army defense support of civil authority includes four primary tasks (refer to ADRP 3-28):

- Provide support for domestic disaster.
- Provide support for domestic chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) incidents.
- Provide support for domestic civilian law enforcement agencies.
- Provide other designated support.

1-21. Stryker units are capable to support defense support of civil authority due to their mobility and formation specifications. They provide the ability to carry the support needed for all tasks for its personnel and partnered forces for sustained periods of time. It can operate in the same areas as many of the vehicles the civil authority operate in.

CORE COMPETENCIES

1-22. Although distinct by definition, combined arms maneuver and wide area security are inseparable and simultaneous. Combined arms maneuver and wide area security provide the Army a focus for decisive action and as a construct for understanding how Army forces use combined arms to achieve success in this contest of wills. As core competencies, combined arms maneuver and wide area security uniquely define what the Army provides to the joint force commander (JFC). Additionally, the Army is organized and equipped to support the JFC through combined arms to cover vast distances for extended periods. The Army works to integrate all available instruments to unified action partners to achieve the desired outcome (ADRP 3-0).

COMBINED ARMS MANEUVER

1-23. *Combined arms maneuver* is the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative (ADRP 3-0).

1-24. Combined arms maneuver for an SBCT Infantry rifle company is more than just the combined arms maneuverability from within the company, battalion, or the SBCT itself. It is using all available assets possible to keep the enemy off balance and to have a better situational understanding of your operational environment (OE). Because of the multiple assets available within the company itself, for example, snipers, mortars, Infantry, and MGS vehicles, and throughout the SBCT, the SBCT Infantry rifle company has the ability to task-organize for combined arms maneuver. Some of these assets could come from other units inside and outside of the SBCT, sister services, North Atlantic Treaty Organization (NATO), or host-nation security forces (HNSF) when available.

WIDE AREA SECURITY

1-25. *Wide area security* is the application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative (ADRP 3-0). Reconnaissance and security tasks provide a foundation to support successful wide area security. This allows the company commander to understand the operational environment and to protect the local population and the unit. As with combined arms maneuver, successful wide area security involves all available assets from inside and outside of the SBCT Infantry rifle company.

COMBAT POWER

1-26. *Combat power* is the total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time (ADP 3-0). SBCT Infantry rifle companies generate combat power by converting potential into effective action. Infantry company commanders conceptualize their capabilities in terms of combat power. Combat power has eight elements, the six warfighting functions—mission command, movement and maneuver, intelligence, fires, sustainment, and protection—plus leadership, and information. Commanders apply the warfighting functions using leadership and information throughout to multiply the effects of combat power.

1-27. SBCT Infantry rifle company commanders understand, visualize, describe, direct, and lead operations and training in terms of the warfighting functions. Decisive, shaping, and sustaining operations combine all the warfighting functions to generate combat power. No warfighting function is a stand-alone entity or capability. (Refer to ADRP 3-0 for more information.)

LEADERSHIP

1-28. *Leadership* is the process of influencing people by providing purpose, direction, and motivation, to accomplish the mission and improve the organization (ADP 6-22). Leaders, by virtue of their assumed role or assigned responsibility, inspire and influence people to accomplish the mission. Leaders motivate Soldiers to pursue actions, reemphasize thinking, and shape decisions for the greater good of the organization. They instill in Soldiers the will to win.

1-29. Leadership within the SBCT Infantry rifle company requires bold, aggressive, resourceful, and adaptive initiatives that force Soldiers to take actions that support their leaders' intent. Leaders should be willing to accept prudent risks to accomplish the mission. The SBCT Infantry rifle company challenges leaders to think quickly and act decisively to seize the initiative from the enemy. The techniques used within the SBCT differ from Armored Brigade Combat Team (ABCT) and Infantry brigade combat team (IBCT) in that Infantry normally operate in front of their Stryker vehicle during maneuver requiring leadership to focus on synchronization of their efforts.

INFORMATION

1-30. Information that is analyzed and developed into actionable intelligence is a powerful tool in the operational environment. In modern conflict, information and analyzing that information has become nearly as important as lethal action when determining success or failure of operations at all levels. Every engagement or major operation requires supporting information operations to ensure successful mission accomplishment. Commanders use analyzed information to understand, visualize, describe, and direct the warfighting functions.

1-31. Soldiers use information to persuade, inform, and influence target audiences. Information helps shape the perceptions of the civilian population. Commanders conduct reconnaissance to collect information in order to make timely decisions to shape the operational environment. Enemy forces, neutral, and friendly populations use information to convey their message. Information can be critical in decisive action and is particularly critical in stability tasks where popular support is a major factor in success or failure.

1-32. Information systems provide leaders with the information they need to enhance and reemphasize the warfighting functions. Relevant information enables the SBCT Infantry company commander to make informed decisions on how to apply combat power. The Force XXI battle command-brigade and below (FBCB2) computer-displayed common operational picture (COP) is a good example. It can provide SBCT Infantry company commanders with improved situational awareness (SA) by merging information into displays that Infantry Soldiers can understand at a glance. COPs do not always include terrain based systems such as FBCB2 and command post of the future (CPOF). They can also contain data bases that describe the civil considerations as well in such systems as tactical ground reporting (TIGR) net and Biometrics Automated Toolset System/Handheld Interagency Identity Detection Equipment (BATS/HIIDE) systems. Accurate intelligence disseminated quickly through information systems enables the SBCT Infantry rifle company to maneuver to positions of tactical advantage while massing the effects at the decisive place and time.

WARFIGHTING FUNCTIONS

1-33. A *warfighting function* is a group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives (ADRP 3-0). All warfighting functions possess scalable capabilities to mass lethal and nonlethal effects. No warfighting function is exclusively decisive, shaping, or sustaining, but may contain elements of more than one type of operation. (Refer to ADRP 3-0 for more information.) Commanders use the following warfighting functions to help them exercise mission command.

MISSION COMMAND

1-34. The *mission command warfighting function* is the related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0). Mission command uses mission orders to ensure the use of disciplined initiative within the commander's intent, enabling agile and adaptive commanders, leaders, and organizations.

1-35. In the SBCT Infantry rifle company, the company commander is the central figure in mission command. The commander is essential to integrating the capabilities of the warfighting functions to accomplish the mission. Mission command invokes the greatest possible freedom of action to subordinates, facilitating their abilities to develop the situation, adapt, and act decisively through disciplined initiative within the commander's intent. It focuses on empowering subordinate leaders and sharing information to facilitate decentralized execution. (Refer to Section III of this chapter for more information.)

1-36. The SBCT Infantry company commander is provided with a full suite of networked enabled, mission command capabilities that allow them to gain and maintain situational awareness of friendly units and enemy activity, in near-real time, and allows them to synchronize assets and warfighting functions at their echelon of command. Additionally, the SBCT Infantry company commander has mission command access to secure elements of information from the Brigade through the squad level, allowing for situational awareness of their organic assets, adjacent units, and echelons above company level. This networked-enabled Mission Command capability also enables the commander with a reach-back capability for products, preformatted reports, information, and staff analysis support from echelons above the company level. The commander also has the capability to establish a static, command post (CP) and perform mission command and COIST activities.

MOVEMENT AND MANEUVER

1-37. The *movement and maneuver warfighting function* is the related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats (ADRP 3-0). The company commander concentrates combat power using movement and maneuver to achieve surprise, shock, momentum, and dominance. Effective maneuver for SBCT units requires close coordination with fires and synchronization with Infantry operating in front of their Stryker vehicles.

INTELLIGENCE

1-38. The *intelligence warfighting function* is the related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations (ADRP 3-0). These tasks are interrelated, require the participation of the command and staff, and are often conducted simultaneously. The intelligence warfighting function tasks facilitate the commander's visualization and understanding of the threat and other relevant aspects of the operational environment. The COIST assists the commander in the conduct of mission analysis and with analysis of information. Combat information is disseminated rapidly throughout the SBCT often laterally and vertically.

FIRES

1-39. The fires warfighting function comprises tasks and systems that provide collective and coordinated use of Army indirect fires and joint fires through the targeting process. It includes tasks that integrate and synchronize the effects of these types of fires with the other warfighting functions (see ADP 3-0). The SBCT Infantry rifle company leadership integrates direct and indirect fires in conjunction with one another from varying echelons of direct and indirect fire systems from organic, attached, and augmented assets.

SUSTAINMENT

1-40. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 3-0). The sustainment warfighting function includes the following tasks:

- Conduct logistics.
- Provide personnel services.
- Provide health service support.

1-41. SBCT Infantry rifle company conducts sustainment in coordination with the SBCT Infantry battalion and logistical elements from the brigade support battalion (BSB) often directly to ensure that sustainment needs are met.

PROTECTION

1-42. The *protection warfighting function* is the related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission (ADRP 3-0). Preserving the force includes protecting personnel (combatant and noncombatant), physical assets, and information of the United States and multinational partners.

SECTION II – ORGANIZATION

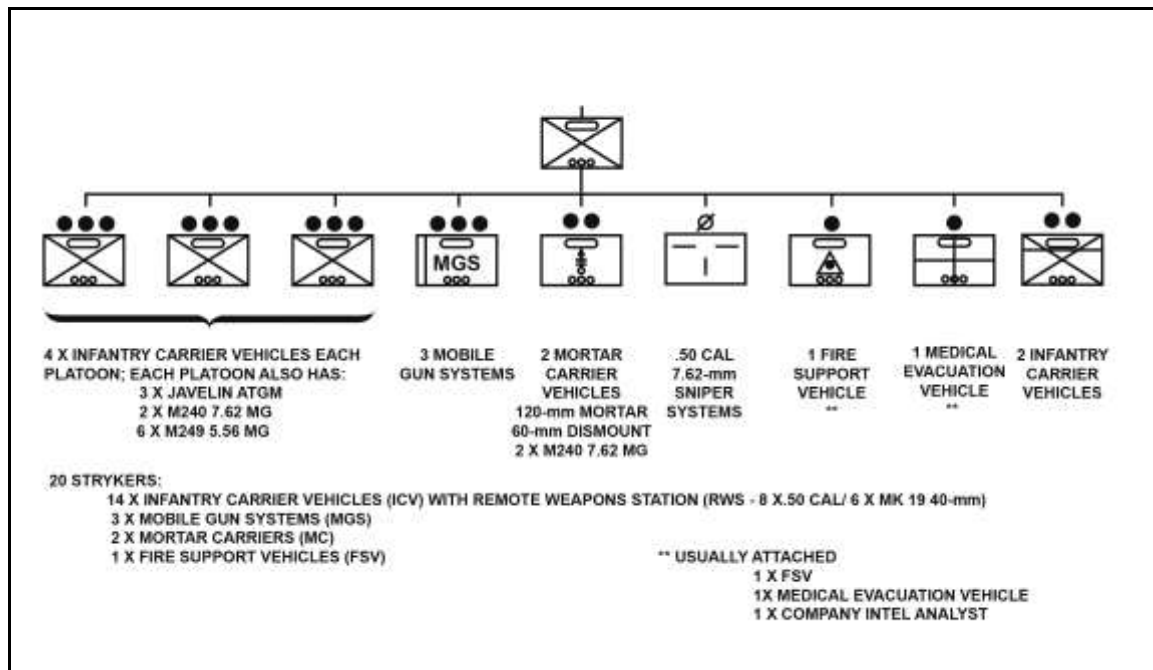
1-43. SBCT Infantry rifle companies are optimized to conduct decisive action. The SBCT rifle company's combat power resides mostly within its three rifle platoons—each with three Infantry rifle squads, a weapons squad, and four Stryker Infantry carrier vehicles. SBCT Infantry rifle companies deploy worldwide to conduct unified land operations.

ORGANIZATION

1-44. The SBCT Infantry rifle company, figure 1-1, can operate independently or as a combined arms force based upon mission variables. Its effectiveness is increased through the synergy of combined arms to include tanks, field artillery, aviation, intelligence, engineers, and other support elements. Effective application of the SBCT Infantry rifle company as a combined arms force can capitalize on the strengths of the company's elements while minimizing their respective limitations.

1-45. SBCT Infantry units can operate effectively in all terrain and weather conditions. They might be the dominant arm in operations because of their rapid strategic deployment and mobility capability. In such cases, they can gain the initiative early, seize and hold ground, and mass fires to stop the enemy. Infantry units are particularly effective in the urban environment, where they can maneuver rapidly in close contact to positions of tactical advantage against enemy positions.

1-46. The missions, types, equipment, capabilities, limitations, and organization of Infantry units are the fundamental considerations for employing SBCT Infantry rifle companies. These considerations are further effected by the unit's training program, leadership, morale, personnel strengths, and other factors. These other factors constantly change based on the current situation.



Legend: ATGM = antitank guided missile, cal = caliber, Intel = intelligence, FSV= fire support vehicle, mg = machine gun, mm = millimeter.

Figure 1-1. SBCT Infantry rifle company

1-47. The SBCT Infantry rifle company has the ability to task-organize within itself to meet specific missions based on METT-TC. It can attach a sniper team, fire support vehicle (FSV), or a MGS to Infantry platoons.

SBCT Infantry Rifle Company Within the SBCT Infantry Battalion

1-48. The SBCT Infantry rifle company within the SBCT Infantry battalions can deploy rapidly and be sustained by a minimal support structure. The company's composition and training uniquely equip it to conduct its mission against conventional and unconventional enemy forces in all types of terrain and climate conditions. The company can support offensive, defensive, and stability or defense support of civil authority tasks semi-independently or as a part of a larger force. It can be task-organized as part of an Infantry battalion, a combined arms battalion (CAB), an IBCT, an ABCT, or a support battalion or brigade. (See chapter 8 for a discussion of sustainment techniques associated with a Stryker company task-organized to these other types of units.)

Capabilities and Limitations

1-49. The SBCT combines the tactical mobility aspect of mechanized units while emphasizing and exploiting where the Infantry fight occurs. The following list highlights the capabilities and limitations of the SBCT Infantry rifle company.

1-50. Capabilities—

- Increased combat power from a standard Infantry company with the addition of a fourth platoon (mobile gun system platoon).
- Increased tactical mobility for Infantry.
- Carries and employs assortment of weapons to the fight with a “mobile arms room” concept.
- Equipped with organic 120-mm and 60-mm mortars.
- Authorized organic Sniper team.
- Self-sustained for 72 hours or mission dependent fuel consumption rates.

- Conduct offensive, defensive, and stability tasks in all types of environments.
- Seize, secure, occupy, and retain terrain.
- Destroy, neutralize, suppress, interdict, disrupt, block, canalize, and fix enemy forces.
- Breach enemy obstacles.
- Can conduct feints and demonstrations to deceive the enemy.
- Reconnoiters, denies, bypasses, clears, contains, and isolates. (These tasks might be oriented on both terrain and enemy.)
- Operates in conjunction with mounted or special operations forces.

1-51. Limitations—

- Vulnerable to indirect fires while dismounted.
- Reduced company logistical systems.
- Has no organic maintenance section.
- Unable to conduct forced entry by air; requires preoperational staging point.
- Vulnerable to enemy armor, artillery, and air assets when employed in open terrain.
- Vulnerable to enemy chemical, biological, radiological, and nuclear (CBRN) attacks with limited decontamination capability.

SBCT Infantry Rifle Platoon

1-52. The Stryker Infantry rifle platoon is a versatile force that can fight in unison with a mounted force supporting a dismounted force or as a purely dismounted force. The Stryker Infantry carrier vehicle (ICV) is a platform that is designed to provide protection and mobility to the Infantry element. It facilitates the Infantry to seize the initiative by deploying to positions of tactical advantage. The Stryker vehicle is not a fighting vehicle and lacks the protection and lethality to initiate contact and destroy enemy fighting platforms. The Infantry platoon has one officer and 44 enlisted personnel in a platoon headquarters, three Stryker Infantry weapons squads, and one Stryker Infantry weapons squad. Additionally the platoon is augmented with an FO and a medic as habitual attachments.

1-53. The Stryker Infantry rifle platoons can fight as in multiple mutually supporting maneuver elements to include:

- Squad leader controls two Infantry fire teams and Stryker ICV.
- The Squad leader fights the Infantry squad while the ICVs move in vehicle Sections under a section leader.
- The platoon fights infantry squads with ICVs in support.
- The platoon fights infantry squads and ICVs as separate formations and conduct a linkup.

1-54. The Stryker Infantry rifle platoon relies on its mission command and intent based orders to accomplish the mission. The platoon facilitates lower level leadership to seize the initiative through intent based orders with higher level leadership synchronizing their actions.

MGS Platoon

1-55. The MGS platoon provides direct supporting fires to Infantry squads during the assault. Its function is to destroy or suppress hardened enemy bunkers, machine gun positions, and sniper positions. It also creates Infantry breach points in urban, restricted, and open rolling terrain. The MGS 105 mm main gun provides the platoon with limited anti-armor, self-defense capabilities. The MGS is not a tank, however, and should not be employed in the same manner as a tank; nor should the MGS platoon be employed in the same manner as a tank platoon.

1-56. The MGS offers an array of capabilities on the modern battlefield. It can move rapidly in a variety of terrain conditions, negotiating soft ground, shallow trenches, small trees, and limited obstacles. The following factors, in combination, produce the shock effect that allows the MGS to close with and destroy the enemy in most weather and light conditions:

- Cross-country mobility.
- Enhanced target acquisition.

- Lethal firepower.
- Medium-strength armor protection.

1-57. The MGS is limited when it operates in restricted terrain such as built-up areas or dense woods. The reduction of visibility limits the crew's situational awareness and creates vulnerability to dismounted enemy attacks. In such situations, the MGS usually requires that mounted or Infantrymen provide flank and overwatch security to maintain its maneuverability and observation advantage

1-58. The MGS platoon provides four different ways to operate within the SBCT Infantry rifle company based on a commander's operational considerations. (Refer to ATP 3-20.16 for more information.) They are as follows:

- Individual MGS vehicles under Infantry platoon control. In this technique, each MGS vehicle is task-organized to an Infantry platoon. The purpose of this type of task organization is to provide all the Infantry platoons with increased direct fire for suppression and breaching, specifically in urban areas.
- MGS platoon retained under company control. In this technique, the MGS platoon is responsible for maneuvering the MGS vehicles according to the company commander's intent.
- MGS platoon minus (-) under company control and an MGS vehicle under Infantry platoon control. In this technique, the MGS platoon detaches one vehicle to the control of an Infantry platoon. The selected maneuver Infantry platoon has an MGS vehicle available to support the close fight, and the company commander has an MGS platoon (-) to deploy at the critical place and time of his choosing.

Mortar Section

1-59. Mortars sections are organic to all SBCT Infantry rifle companies. The mission of mortars is to provide immediate and close supporting fires to the maneuver forces in contact. The primary role of the company mortar section is to provide immediate, responsive indirect fires in support of maneuver elements. The mortar section is comprised of the fire direction center (FDC), and two mortar squads. The FDC controls and directs mortar fires. SBCT Infantry rifle company mortar squads are each equipped with mounted 120-mm and dismounted 60-mm mortars. (Refer to Army tactics, techniques, and procedures (ATTP) 3-21.90 for more information about mortars.)

Sniper Team

1-60. Sniper tasks apply to most operations conducted by the SBCT Infantry rifle company. The following discussion is not inclusive and each unit sniper employment officer should develop the sniper tasks based on the unit commander's intent and operational requirements.

Provide Long-Range Precision Fire

1-61. The sniper supports combat operations by delivering long-range precision fire on key selected targets and targets of opportunity. Some specific missions include—

- Accurate fire.
 - Command posts and key enemy leaders.
 - Crew-served weapons and crews.
 - Bunkers and embrasures.
 - Key enemy equipment.
 - Selected targets just prior to an attack.
- Security or cover for.
 - Friendly engineers, demolition guards, and supply columns.
 - Obstacles, key terrain and defiles.
 - Counterattack routes.
 - Flanks.
- Countersniper missions.
- Ambushes or harassment of withdrawing enemy.

- Covering fire for observation posts or fire positions.
- Observation and control of indirect fire onto enemy positions.

Collect and Report Battlefield Information

1-62. The sniper team's alternate mission is always reconnaissance conducted by static surveillance. They use their advanced optics to collect and report detailed battlefield information from concealed positions. ATP 3-20.98 provides more information on the fundamentals of reconnaissance and battlefield information collection and reporting.

Considerations

1-63. When the commander receives a mission, his decision to employ sniper teams depends on his analysis of METT-TC. The sniper employment officer assists the commander in determining exact sniper missions and the number of teams to deploy. The commander also considers—

- Rules of engagement.
- Collateral damage.
- Potential mines and unexploded ordnance.
- Shoot-on-command capability.
- Reconnaissance and security missions.
- Support by the quick reaction forces.
- Sustainment.
- Communication.

Headquarters Section

1-64. The SBCT Infantry rifle company is not resourced to operate a functional CP according to the modified table of organization and equipment (MTOE). However, establishing a CP may have a positive impact on the SBCT Infantry rifle company's day-to-day performance particularly during sustained operations.

1-65. The Soldiers manning the SBCT Infantry rifle company CP assist the commander and his subordinate leaders to prepare for missions by—

- Provides a centralized point for information collection and dissemination, coordination, time management, and tracking the status of subordinate elements.
- Maintains a COP to higher and adjacent units.
- Provides communications with higher, lower, adjacent, and supporting units.
- Assists the commander in planning, coordinating, and issuing company operations orders (OPORD).

Resourcing the Command Post

1-66. The most critical decision in developing a company CP is committing resources. Company commanders should task organize for a command post based on the operating environment (offense, defense, stability). Ideally, intelligence personnel are assigned to perform company-level intelligence tasks; however if not assigned, those duties and functions can be performed by other personnel. The level of dedicated resources (mainly personnel) to the company CP has a direct correlation to the effectiveness of the fusion between missions and locally developed intelligence.

1-67. There are several options for manning an SBCT Infantry rifle company CP. The basic minimum manning requirement is for two noncommissioned officers (NCOs) to serve as noncommissioned officers in charge (NCOICs) with two radio/telephone operators (RTOs). One NCO is in charge of each shift. A third shift is ideal for longer continuous operations if it can be manned with personnel. Shifts can vary between times of starts and shift changes. Leaders should pay attention to circadian battle rhythm because splitting shifts based on hours of sunlight and night time can have psychological effects on Soldiers. These NCOs perform their duties with little or no supervision.

1-68. Members of the headquarters section can man needed positions in the CP, such as the RTO. These members include the company command group drivers. There should be two RTOs. One RTO supports each shift. The RTO assists the NCOIC as needed to accomplish the mission.

Functions

1-69. The company CP assists the commander in reducing the number of items he personally tracks and reports. This frees him to conduct troop leading procedures (TLP) during the preparation phase. Examples of CP operations include the following:

- Record incoming and outgoing information such as status reports, warning orders (WARNORDs), OPORDs, and fragmentary orders (FRAGORDs).
- Continuously refine the situational template using the latest intelligence and distribute the updated situational template to all company elements.
- Post current guidance, timelines, and overlays.
- Pass required reports to the battalion.
- Track unit combat preparations and logistical status.
- Conduct required coordination with adjacent and flank units.
- Facilitate bottom-up refinement of planning and preparation.
- Battle tracking.
- CPs act as a communications retransmitting site to higher headquarters, when necessary.

1-70. The CP may be used as the point of contact for attached or operational control (OPCON) units. Soldiers manning the CP further assist the commander in his TLPs by supervising and enforcing the timeline, reproducing overlays, and constructing sand tables for company and platoon rehearsals. The company CP is intended as an information management center during the planning and preparation phase of a mission and battle tracking during mission execution.

Company Intelligence Support Team (COIST)

1-71. Many company commanders perform basic intelligence tasks that include refining collection capabilities, analyzing ongoing metrics in the area of operations (AO), and performing basic intelligence support to targeting. To accomplish these tasks, company commanders organize small intelligence support teams from within their units that provide meaningful intelligence. These COISTs do this by analyzing and reporting information collected by the company while receiving, parsing, and reporting intelligence collected by both adjacent and higher units.

Definition and Function

1-72. A *company intelligence support team* is an organization formed by the company commander to perform tasks that facilitate his understanding and knowledge of the AO. COISTs assist a company by—

- Developing and maintaining situational understanding and knowledge of the relevant aspects of the AO.
- Developing information requirements.
- Facilitating flow of information to and from company elements and the battalion S-2.
- Turning information into intelligence.

1-73. Ideally, companies organize COISTs as a part of the predeployment process. The COIST should identify requirements based on mission variables (METT-TC) prior to arriving in the AO and analysis should include activities within the unit's area of interest. The function of the COIST is to describe the effects of the weather, enemy, terrain, and local population upon friendly operations in order to reduce the commander's uncertainty and aid in decision making. This function is accomplished by gleaning intelligence from the information gathered, recommending a course of action to the commander, and disseminating any intelligence to members of the company and the higher and lateral units. The COIST provides platoons with information and current intelligence concerning the company operations. The battalion intelligence cell provides an initial analysis of the AO to the company; COISTs refine these products based on knowledge gained by Soldiers performing missions in the company AO.

Organization

1-74. Ideally, a COIST should consist of enough individuals to enable continuous operations and provide the depth required by the team to integrate with operations personnel and complete multiple COIST tasks.

1-75. The commander identifies COIST personnel as soon as possible in the Army force generation (ARFORGEN) cycle. These individuals attend home station and mobile training team training, execute COIST duties during combat training center rotations, and remain in the COIST throughout the deployment. The early identification, training, and stability of COIST personnel ensure optimum performance.

General Requirements

1-76. Commanders selects personnel that meet these basic requirement and attributes:

- Authorized access to Secret information.
- Ability to organize information.
- Ability to think, speak, and write clearly.
- Knowledgeable of or able to learn computer skills and common office software applications.

Intelligence Oversight

1-77. COIST members are required to follow all intelligence oversight regulations, primarily AR 381-10. It specifies that Army personnel cannot perform intelligence collection on U.S. persons. Therefore, in compliance with AR 381-10, the COIST may not collect intelligence on any U.S. person. Members should receive annual intelligence oversight training to ensure they understand the regulation and are compliant.

Duty Positions

1-78. Members of a COIST may include a leader, team members, and intelligence analyst.

Leader

1-79. The leader is responsible for the COIST. The officer in charge (OIC)—

- Tasks COIST members appropriately and prioritizes their work.
- Is responsible for communicating with the battalion to verify what intelligence and collection assets are available to the company.
- Ensures intelligence communications flow in both directions.
- Performing the duties of COIST Soldiers, if necessary.
- Providing guidance to subordinate Soldiers.
- Supervising ongoing intelligence support in the company.

1-80. Specific products sent and received from the battalion should be coordinated in the battalion COIST SOPs.

Team Members

1-81. Soldiers in COIST complete most of the COIST duties. Although they may not have attended the all-source intelligence analyst training at the Intelligence Center of Excellence, analysts are trained to accomplish analyst functions. Team members are responsible for reading, interpreting, researching, and analyzing all available information on the company AO or other information that may affect company operations. COIST.

1-82. The primary duties of the team members include—

- Receiving and processing incoming reports and messages.
- Assisting in determining the significance and reliability of incoming information.
- Making mission recommendations to the company commander.
- Assisting in integrating incoming information with current intelligence.
- Preparing and maintaining the situation map.

- Assisting in identifying information gaps.
- Assisting in preparing and submitting requests for information (RFIs) to adjacent and higher units.
- Assembling and proofreading reports and consolidating them into usable products.
- Preparing intelligence preparation of the battlefield (IPB) products.
- Assisting in preparing reports on captured enemy materiel.
- Assisting in target development.
- Drafting periodic and special reports and briefings.
- Sensitizing patrols to information collection requirements.
- Briefing and debriefing patrols.
- Preparing and providing mission briefs and debriefs.

Company Intelligence Analyst

1-83. The company intelligence analyst (MOS 35F) is assigned to the battalion intelligence cell. Once the COIST is formed, the company intelligence analyst joins the company. The company intelligence analyst generally supports the company commander by—

- Advising the commander on intelligence related matters.
- Establishing and maintaining systematic, cross-referenced intelligence records and files.
- Refining battalion IPB products for company/troop/battery planning.
- Supporting commander's situational understanding of the operational environment.
- Assisting in the analysis and evaluation of intelligence holdings to determine changes in enemy capabilities, vulnerabilities, and probable courses of action (COAs).
- Assisting in preparing threat characteristics and estimates of the enemy organization's strengths, capabilities, and tactics, techniques, and procedures (TTP).
- Recommending company/troop/battery information requirements and specific information requirements to the commander.
- Supporting target development.

Company Intelligence Analyst Tasks

1-84. The company intelligence analyst task list should be simple and allow the team to operate effectively while following the intelligence process described in ADRP 2-0. These individual intelligence analyst tasks are also performed by members of the COIST when formed by the company commander.

Facilitate Company Commanders Situational Understanding and Visualization

1-85. The analyst supports company situation development by collecting and processing information collected from missions. The intelligence analyst is responsible for logging and plotting significant activities (SIGACTs) and initial reports that may become official SIGACTs. COISTs may also present patrol prebriefs and debriefs while performing initial analysis on information to develop intelligence. The analyst focuses on collecting the information, initial analysis for the company-specific AO, transmitting the analysis to the battalion, and updating company products. The subordinate tasks are—

- Assist in developing company requirements—translates the battalion information collection tasks into company requirement recommendations to the commander. Company requirements answer general questions that allow commanders to successfully accomplish their missions.
- Perform IPB for company operations—receives IPB products from the battalion and refines the products to satisfy company requirements. Company-level IPB products are synchronized with higher and lateral echelons to improve the overall intelligence picture.
- Submit request for information collection—forwards company requirements to the battalion to satisfy the commander's information requirements that can't be answered through company level operations.
- Support the commander's TLP—produce products and materials that support the commander's ability to issue the operations order and conduct a rehearsal.

Evaluate and Perform Analysis

1-86. The intelligence analyst performs basic analysis by organizing information and using analytical tools to process information. This analysis requires organization of information into categories and the identification of patterns or relationships among the categories. The analyst takes products and reports from the battalion and modifies these to support company operations. The subordinate tasks are—

- Integrate and refine products and information—refines and modifies higher headquarters products, reports, and graphics to support the company’s operations.
- Conduct pattern and event analysis—analyze significant activities to determine changes in enemy capabilities, vulnerabilities, and probable COAs
- Input threat portion of the COP—ensure relevant information concerning the threat and key civil considerations are included in the COP.
- Update the commander—ensures the commander is updated on the enemy situation and key civil considerations either via radio or in person briefing.

Manage Information and Intelligence

1-87. The subordinate tasks are—

- Establish and maintain communications—ensures the company enters the battalion Operations and Intelligence communications network and maintains the company presence on the O&I network to reports and disseminate information and intelligence. This includes digital and analogs means of communications.
- Manage the patrol prebriefing/debriefing process—ensures patrols are sensitized to the key company requirements prior to initiating a patrol and captures the key details and events that occurred during the patrol.
- Creation of data files and databases—ensures that information and data collected by the company is archived on a data file or database for use in analytical processes and products. This also includes updating higher headquarter data files and databases.

Support Company Operations

1-88. The intelligence analyst also provides information and refined intelligence that facilitates the company’s ability to conduct site exploitation, targeting, bilateral/key leader engagement and assists with detainee operations. The subordinate tasks are—

- Support site exploitation—provides information and intelligence that: predicts existence of items of intelligence value at the site; identifies individuals who may be at the site; prepares a line of tactical questioning for detainees at the site; and provides the instructions for handling captured materials, documents, and equipment.
- Support targeting—provides focused intelligence that supports target development, target support meetings, enhances the company detection and assessment capability, and that identifies high-value individuals or organizations with the company’s area of operation.
- Support bilateral and key leader engagement—maintains all information on community leaders, including nonlethal target packages. This information is organized by position, family, personal traits, links to other individuals, and historical activities of community individuals
- Assist with detainee operations—ensures that departing patrols have blank detainee packets and the knowledge to complete the forms properly; maintains detainee packets and tracks the current location and status of the company’s detainees; and ensures company’s detainees are enrolled in the appropriate biometrics data files/databases.

HABITUAL ATTACHMENTS

1-89. The fire support team and combat medics are normally attached whenever the company deploys.

Company and Platoon Fire Support Team

1-90. A FIST from the battalion fire support platoon may be attached or placed OPCON to the company. The FIST headquarters personnel authorized for the SBCT Infantry rifle company include an FSO, a fire support sergeant, a fire support specialist, an RTO, three FOs, and three RTOs according to company.

Company and Platoon Medics

1-91. The basis of allocation for company-level medical support is one senior combat medic for a company and one combat medic for a maneuver platoon. This allocation is designed to place medical treatment assets as close to the point of injury as is possible.

1-92. The company's emergency care sergeant is usually located with the company trains; and platoon medics are usually located with the platoon headquarters element. The emergency care sergeant cares for the sick, injured, or wounded company personnel. Tactical combat casualty care is provided in the operational environment by providing care in three stages: care under fire, tactical field care, and tactical evacuation under the training and supervision of the battalion surgeon. Emergency medical treatment (EMT) procedures performed by the senior combat medic include opening an airway, starting intravenous fluids, controlling hemorrhage, preventing or treating for shock, splinting fractures or suspected fractures, and providing relief for pain. The emergency care sergeant performs EMT under the supervision of the battalion surgeon or physician's assistant. The emergency care sergeant is responsible for—

- Overseeing and providing guidance to each platoon medic, as required.
- Training personnel to evaluate injured, wounded, or ill friendly and enemy personnel for priority of treatment as they arrive at the company casualty collection point (CCP).
- Overseeing sick call screening for the company.
- Requesting and coordinating the evacuation of sick, injured, or wounded personnel under the direction of the company 1SG (first sergeant).
- Assisting in first aid training of the company personnel, and enhanced first aid procedures of combat lifesavers.
- Recommending locations for company CCPs.
- Providing guidance to the company's combat lifesavers.
- Monitoring the tactical situation, anticipating and coordinating health services support (HSS) requirements, and Class VIII resupply, as needed.
- Advising the company commander and 1SG on mass casualty operations.
- Advising the company commander and 1SG on unit field sanitation issues.
- Keeping the 1SG informed of the status of casualties and coordinating with him for additional sustainment requirements.
- Employing treatment vehicles with two medical equipment sets (MES) and tactical combat medical care (TCMC) assemblages.
- Assist the 1SG in maintaining hygiene of the unit with force health protection (FHP) oversight and procedures.

SECTION III – DUTIES AND RESPONSIBILITIES

1-93. This section describes the duties and responsibilities of key personnel and habitual attachments in the SBCT Infantry rifle company.

COMMANDER

1-94. The commander leads by personal example and is responsible for everything the SBCT Infantry rifle company does, or fails to do, in executing its assigned missions. The commander's responsibilities include, but are not limited to leadership, training, tactical employment, and sustainment activities of his company. These duties require the commander to understand the capabilities of the company's Soldiers and equipment, and to understand how to employ them to the best tactical advantage. At the same time, the commander is well versed in threat organizations, doctrine, and equipment.

1-95. Using this knowledge, the commander prepares his unit for missions. Ultimately, he knows how to exercise the art and science of mission command effectively and decisively. He is flexible and uses sound judgment to make correct decisions at the right time based on the higher commander's intent and the tactical situation. He is able to visualize, describe, and direct his subordinate leaders in clear, complete combat orders. The SBCT Infantry rifle company commander—

- Commands through his subordinate leaders.
- Employs his company to accomplish its mission according to the battalion commander's intent and concept.
- Selects the best scheme of maneuver through combined arms concept at the company level with the MGS platoons, Stryker Infantry rifle platoons, and other elements.
- Conducts TLP for company tactical missions.
- Maintains and expresses situation awareness and understanding.
- Resources the platoons and other elements, and requests battalion support when needed.
- Ensures that the company CP effectively battle tracks the situation and status.
- Provides a timely and accurate tactical picture to the battalion commander and subordinate units.
- Implements effective measures for security and accountability of forces and systems.
- Develops the leadership and tactical skill of his platoon leaders.
- Acts as the company's sniper employment officer.

EXECUTIVE OFFICER

1-96. The executive officer (XO) is the SBCT Infantry rifle company's second-in-command and its primary sustainment planner and coordinator. He and his driver may serve as the company net control station (NCS) for both radio and digital traffic. The XO's other duties include the following: (See Chapter 8 for more information on sustainment duties)

- Ensures accurate, timely tactical reports are sent to the battalion.
- Assumes command of the company as required.
- In conjunction with the first sergeant (1SG), plans and supervises the company sustainment effort.
- Assists in preparation of the OPORD, specifically paragraph 4 (sustainment).
- Conducts tactical coordination with higher, adjacent, and supporting units.
- Assists the commander when issuing orders to the company headquarters and attachments, as required.
- Conducts additional missions, as required. These could include serving as OIC for a quartering party, or as the leader of the detachment left in contact (DLIC) in a withdrawal.
- Performs as landing zone (LZ) or pickup zone (PZ) control officer. This may include straggler control, casualty evacuation (CASEVAC), resupply operations, or air-ground liaison.
- Assists the commander with preparations for follow-on missions, to include rehearsal site preparation.
- Positions himself with supporting effort during the mission to assist the commander with mission control.
- Assists the commander in refining IPB products during planning and portraying the enemy force during rehearsals.
- Manages the company timeline.
- Manages sustainment survivability assets (for example armored combat earthmover or dozer during defensive tasks).
- Facilitates the integration of attachments and enablers to the company.
- Serves as OIC of the company command post, if established.
- Serves as movement control officer.

- Assists the commander and supply sergeant with managing the property book office (PBO) and all other company hand receipts.
- Coordinates and monitors maintenance status and reports.

FIRST SERGEANT

1-97. The 1SG is the company's senior NCO and is its most experienced Soldier. He is the commander's primary tactical advisor, and an expert in individual and NCO skills. He is also the company's primary sustainment operator. He helps the commander and XO plan, coordinate, and supervise all logistics activities that support the company. He operates where the commander directs or where his duties require him. (See chapter 8 for more information on sustainment duties.)

1-98. The 1SG's specific duties include the following responsibilities:

- Execute and supervise routine tasks. The first sergeants' duties may include enforcing the tactical standard operating procedures (TACSOP); planning and coordinating training; coordinating and reporting personnel and administrative actions; and supervising supply, maintenance, communications, and field hygiene operations.
- Supervise, inspect, or observe all matters designated by the commander. (For example, the 1SG may observe and report on a portion of the company's AO or zone, proof fighting positions, or assist in proofing an engagement area [EA]).
- Plan, rehearse, and supervise key sustainment actions in support of the tactical mission. These activities include: resupply of Class I (food, rations, and water), Class III (petroleum, oil, and lubricants), and Class V (ammunition) products and materials; maintenance and recovery; medical support; CASEVAC; and detainee and EPW processing.
- Assist and coordinate with the XO in all critical functions.
- Assist the XO in sustainment planning for the company.
- As needed, serve as quartering party NCOIC.
- Conduct training and ensure proficiency in individual and NCO skills and small-unit collective skills that support the SBCT Infantry rifle company's mission-essential task list (METL).
- In conjunction with the commander, establish and maintain the foundation for company discipline.
- Assist the commander in maintaining accountability.

PLATOON LEADER

1-99. The platoon leader leads his Soldiers by personal example. He is responsible for all that the platoon does or fails to do and has complete authority over his subordinates. This centralized authority enables the platoon leader to maintain unit discipline and unity, and to act decisively. The demands of mission command require the platoon leader to exercise initiative without continuous guidance from higher commands. He knows his Soldiers and how to employ the platoon, its weapons, and its systems. He relies on the expertise of the platoon sergeant and regularly consults with him on all platoon matters. (Refer to ATTP 3-21.9 for more information.)

PLATOON SERGEANT

1-100. The platoon sergeant (PSG) is the platoon's most experienced NCO and second in charge. He is accountable to the platoon leader for the leadership, discipline, training, and welfare of the platoon's Soldiers. He sets the example in everything. His expertise includes tactical maneuver, employment of weapons and systems, sustainment, administration, security, accountability, protection warfighting function, and Soldier care. He is the principal tactical advisor to the platoon leader. (Refer to ATTP 3-21.9 for more information.)

MOBILE GUN SYSTEM PLATOON LEADER

1-101. The MGS platoon leader is accountable to the commander and is responsible for the discipline and training of the Soldiers in the platoon, the maintenance of the equipment, and the platoon's success in combat. The MGS platoon leader has the following additional duties to go along with the mentioned above duties of a platoon leader.

- Must be proficient in the tactical employment of his vehicle and crew and of the platoon in concert with a company.
- Is the subject matter expert on the capabilities and integration of the MGS vehicle?
- Develops SOPs and TTPs for direct support missions to Infantry platoons and squads.
- Advises the company on all missions involving the usage of the MGS vehicle and platoon. (Refer to ATP 3-20.16 for more information.)

MOBILE GUN SYSTEM PLATOON SERGEANT

1-102. MGS platoon sergeant has the following additional duties to go along with the mentioned above duties of a platoon sergeant. Additional duties of the MGS platoon sergeant include—

- Provides the tactical and technical knowledge that enables him to serve as mentor to the other members of the company on the capabilities and limitations of the MGS vehicle.
- Serves as a master gunner for the MGS platoon and must be master gunner qualified. (Refer to ATP 3-20.16 for more information.)

FIRE SUPPORT OFFICER

1-103. The company commander integrates fires in support of his scheme of maneuver; the company fire support officer (FSO) serves as his principle advisor for fire support. The company FSO fully understands the company commander’s scheme of maneuver. On the basis of the commander’s guidance, the company FSO synchronizes fire support within the maneuver plan and presents the fire support plan to the commander for his approval. During operational planning, he develops and refines a fire support plan based on the commander’s concept and guidance. His duties include—

- Advising the commander on all fire support matters.
- Requesting, adjusting, and directing all types of fire support.
- Training the fire support team (FIST) in fire support actions. Ensures that forward observers (FOs) are certified and current in target mensuration.
- Serving as the commander’s primary advisor on the enemy’s indirect fire capabilities.
- Assisting the commander in developing the OPORD to ensure full integration of fires.
- Recommending targets and fire control measures (particularly fire support coordination measures), and determining methods of engagement and responsibility for firing the targets.
- Determining the specific tasks and instructions needed to plan and execute the fire support plan.
- Developing an observation plan with limited visibility contingencies that support the SBCT Infantry rifle company and battalion missions.
- Allocating FOs and other observers to maintain surveillance of target and named areas of interest.
- Developing the fire support plan with the SBCT Infantry rifle company commander, and in coordination with the battalion FSO. This includes locations of final protective fires (FPFs) and priority targets allocated to the company.
- Ensuring that the fire support plan and the fire support execution matrix is prepared and disseminated to key personnel.
- Assisting the commander in briefing the fire support plan as part of the SBCT Infantry rifle company OPORD and coordinating with platoon FOs to ensure they understand their responsibilities.
- Refining and integrating the SBCT Infantry rifle company target worksheet; submitting the completed worksheet to the battalion fires cell.
- Assisting the commander with incorporating execution of the indirect fire plan into each SBCT Infantry rifle company rehearsal. This includes integrating indirect fire observers into the rehearsal plan.
- Alerting the SBCT Infantry rifle company commander if a request for fires against a target has been denied.

- Monitoring the location of friendly units and assisting the commander with clearing indirect fires.
- Requesting counterfire support in response to enemy artillery and mortar attacks.
- Providing emergency control of close air support (CAS) missions in the absence of qualified Air Force personnel (joint terminal attack controller or airborne forward air controller).

SNIPER TEAM LEADER

1-104. Each SBCT Infantry rifle company has a three-man sniper team. The sniper has special abilities, training, and equipment. His mission is to deliver discriminatory, highly-accurate rifle fire against enemy targets which cannot be engaged successfully by the rifleman because of range, size, location, visibility, or fleeting nature. Becoming a successful sniper requires the perfection of basic Infantry skills. (Refer to TC 3-22.10 for more information.) The sniper team leader—

- Assists the company commander with the planning and employment of the sniper team.
- Coordinates with the company FSO.
- Is the primary trainer for the company sniper team.

SUPPLY SERGEANT

1-105. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the SBCT Infantry rifle company. He coordinates all supply requirements and actions with the XO or the 1SG and the battalion logistics staff officer (S-4). The supply sergeant communicates with the SBCT Infantry rifle company using the task force administration/logistics (A/L) radio net FBCB2, or with a Secret Internet Protocol Router (SIPR) phone. The supply sergeant's specific responsibilities are to— (See chapter 8 for more information on sustainment duties.)

- Control the SBCT Infantry rifle company cargo truck and water trailer, and supervise the supply clerk and armorer.
- The supply sergeant establishes and maintains the company's property accountability system.
- Monitor SBCT Infantry rifle company activities and the tactical situation.
- Anticipate and report logistical requirements.
- Coordinate and monitor the status of the SBCT Infantry rifle company's sustainment requests.
- Coordinate and supervise the organization of the SBCT Infantry rifle company logistics package (LOGPAC) in the field trains.
- Assist the XO with managing the company commanders hand receipts.

SIGNAL SUPPORT NCO

1-106. The signal support NCO supervises the operation, maintenance, and installation of organic digital, wire, and field frequency modulation (FM) communications. During tactical missions, he travels with the company maintenance team (CMT).

1-107. His responsibilities include sending and receiving routine traffic and making required communications checks. The signal support NCO may—

- Perform limited troubleshooting of the SBCT Infantry rifle company's organic communications equipment. He may provide the link between the SBCT Infantry rifle company and the task force for maintenance of communications equipment.
- Supervise all activities regarding the SBCT Infantry rifle company's communications security equipment, which entails the requisition, receiving and signing for material, receipting, training, maintenance, security, and employment of this equipment and related materials.
- Assist the commander in planning and employment of the communications systems. The signal support specialist may assist in preparation of the signal portion of paragraph 5 of the OPORD using the commander's guidance.
- Supervise or assist with SBCT Infantry rifle company command post tasks. These include relaying information, monitoring the situation, establishing the command post security plan and radio watch schedule, and informing the commander and subordinate elements of significant events.

MORTAR SECTION SERGEANT

1-108. The mortar section leader employs the mortar section and ensures effective mortar support for the company. (Refer to ATTP 3-21.90 and FM 3-22.91 for more information.) The mortar sergeant—

- Coordinate with the company FSO regarding AO and up-to-date targeting.
- May have the additional duty of the headquarters platoon sergeant.
- May have the additional duty of the CP NCOIC.

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Chapter 2

Offense

The SBCT Infantry rifle company normally conducts offensive tasks as part of a larger force. Offensive tasks lets the commander seize the initiative (choose when and where to fight), retain the initiative, and effectively exploit his company's strengths. The commander may conduct offensive tasks to deprive the enemy of resources, seize decisive terrain, deceive or divert the enemy, collect information, or fix an enemy in position. This chapter covers basics of the offense, common offensive planning considerations, movement to contact, attack, and transitions.

SECTION I – BASICS OF THE OFFENSE

2-1. The basics of the offense establish a foundation for further discussion of how the SBCT Infantry rifle company conducts offensive tasks.

CHARACTERISTICS OF THE OFFENSE

2-2. The main feature of offensive tasks is taking and maintaining the initiative. The aim of the commander in the offense is to defeat the threat. Audacity, concentration, surprise, and tempo characterize the conduct of offensive tasks and are components of initiative. Initiative—within the higher commander's intent, combined with maneuver and fires, makes possible the conduct of decisive offensive tasks. (Refer to ADP 3-90 for more information.)

SURPRISE

2-3. Commanders achieve surprise by striking the enemy at a time or place, or in a manner, for which he is unprepared, by assessing the enemy commander's intent and denying that commander the ability to gain situational understanding. The company then capitalizes on information gained through action by maneuvering forces to critical locations on the battlefield to limit the enemy's ability to react.

CONCENTRATION

2-4. Concentration is the massing of overwhelming effects of the combined arms team to achieve a single purpose. The company commander must avoid set patterns or obvious movements that would indicate the timing or direction of the attack. He designates, sustains, and shifts the main effort as necessary. An enhanced digital communications and information system found at the company level facilitates the ability to concentrate combat power in a synchronized manner against the enemy quickly.

TEMPO

2-5. Tempo is a combination of speed and mass that creates pressure on the enemy. Commanders build the appropriate tempo to provide the necessary momentum for attacks to achieve their objectives.

2-6. Controlling or altering tempo, deliberate or rapid, is necessary to retain the initiative. At the tactical level, a rapid tempo focuses on key pieces of information, terrain, entails a small number of tasks, and allows attackers to quickly penetrate barriers and defenses and destroy enemy forces in depth before they can react.

2-7. Commanders adjust the tempo to achieve synchronization. Speed is preferred in order to keep the enemy off balance, but establishing the conditions for decisive actions may require the tempo to be slowed as the pieces are set in place. Once ready, the tempo is increased, and the action takes place rapidly.

AUDACITY

2-8. Audacity is achieved by boldly executing a simple plan of action. Commanders must exercise audacity by developing bold, inventive plans that produce decisive results while violently applying combat power. Commanders understand when and where to take risks, avoid hesitation when executing their plan in order to seize, retain, or exploit the initiative.

OFFENSIVE TASKS

2-9. An *offensive task* is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). The four primary offensive tasks are movement to contact, attack, exploitation, and pursuit. The SBCT Infantry rifle company can participate in an exploitation or pursuit as part of a larger force by conducting movement to contact or attack as part brigade and higher echelon formations. (Refer to FM 3-90-1 for more information.)

SEQUENCE OF THE OFFENSE

2-10. This chapter discusses executing movement to contact and attack offensive tasks using the following methodology:

- Gain and maintain enemy contact.
- Disrupt the enemy.
- Fix the enemy.
- Maneuver.
- Follow through.

2-11. This methodology is for discussion purposes only and is not the only way of conducting these offensive tasks. The methodology used to illustrate the execution of offensive tasks actually tends to overlap each other during the conduct of offense. Normally the first three are shaping operations, while maneuver is the decisive operation. Follow through is a sequel or a branch to the plan based on the current situation.

FORMS OF CONTACT

2-12. In both offensive and defensive tasks, contact occurs when a member of the SBCT Infantry rifle company encounters a situation that requires a lethal or nonlethal response. These situations may entail one or more of the following forms of contact: (Refer to FM 3-20.96 for more information.)

- Visual.
- Direct fire.
- Indirect fire.
- Obstacles.
- Aerial.
- CBRN.
- Electronic warfare (EW).
- Nonhostile.
 - Adversary.
 - Supporters.
 - Neutrals.

Actions on Contact

2-13. The SBCT Infantry rifle company should execute actions on contact using a logical, well-organized process of decision making and action that entails the following four steps: (Refer to FM 3-90-1 for more information.)

- Deploy and report.
- Evaluate and develop the situation and COA.
- Choose a COA.
- Execute the selected COA.

2-14. This four-step process, with some steps often conducted simultaneously, is not intended to generate a rigid, lockstep response to the enemy. Rather, the goal is to provide an orderly framework that enables the SBCT Infantry rifle company and its platoons to survive the initial contact, and then apply sound decision making and timely actions to complete the operation. Ideally, the company sees the enemy (visual contact) before being seen by the enemy; it then can initiate physical contact on its own terms by executing the designated COA.

2-15. Once the lead elements of a force encounter the enemy, they conduct actions on contact. The unit treats obstacles like enemy contact, as it assumes that the obstacles are covered by fire. The unit's security force gains tactical advantage over an enemy force by using tempo and initiative to conduct actions on contact. Doing so allows the unit to gain and maintain contact without becoming decisively engaged. How quickly the unit develops the situation is directly related to its security. This tempo is directly related to the unit's use of well-rehearsed SOPs and drills.

2-16. Commanders understand that properly executed actions on contact require time at both platoon and company levels. To develop the situation fully, a platoon or company may have to execute flanking movement; conduct reconnaissance; or call for and adjust indirect fires. Each of these activities requires time. The commander balances the time required for subordinate elements to conduct actions on contact with the need of the company or battalion to maintain momentum.

Deploy and Report

2-17. Events that occur during initial contact depend on whether the contact is expected or unexpected. The first step of actions on contact concludes with the unit deployed, the enemy suppressed or destroyed, and the commander sending a contact report to battalion headquarters. The following paragraphs examine some variables the company commander faces in both contact situations.

Expected Contact

2-18. If the commander expects contact (based on reports through his own reconnaissance or through other means), he will already have deployed the company by transitioning to the bounding overwatch movement technique. If the company is alert to the likely presence of the enemy, it has a better chance of establishing first visual contact and then physical contact on its own terms. Contact, either visual or physical, usually is made by an overwatching or bounding platoon, which initiates the company's actions on contact. In a worst-case scenario, a previously undetected (but expected) enemy element may engage the platoon. The platoon in contact would conduct a battle drill for its own survival and then initiate actions on contact.

Unexpected Contact

2-19. In some cases, the SBCT Infantry rifle company makes unexpected contact with the enemy while using traveling or traveling overwatch. The element in contact or, if necessary, the entire company may deploy using battle drills to survive the initial contact. When making unexpected contact, the platoon in contact immediately sends a contact report. The most efficient way for the battalion S-2 to provide situational understanding and COP to the battalion is through digital reports sent by platoons in contact. The SBCT Infantry rifle company and platoons develop SOPs that harness the capabilities of FBCB2 while destroying the enemy force and protecting the company.

Evaluate and Develop the Situation

2-20. The commander evaluates the situation and continues to develop it while the SBCT Infantry rifle company deploys. The commander quickly gathers as much combat information as possible, either visually

or more often, through reports of the platoon(s) in contact. He analyzes the intelligence to determine critical operational considerations, to include the following:

- The size of the enemy element.
- Location, composition, activity, and orientation of the enemy force.
- The impact of obstacles and terrain.
- Enemy capabilities.
- Probable enemy intentions.
- How to gain positional advantage over the enemy.
- The friendly situation (location, strength, and capabilities).
- Possible friendly COAs to achieve the specified end state.

2-21. The SBCT Infantry rifle company commander sends a report to battalion once he determines the size of the enemy force the company has encountered. However, after evaluating the situation, the commander may discover that he does not have enough intelligence to identify the necessary operational considerations. To make this determination, he further develops the situation according to the battalion commander's intent, using a combination of the following capabilities:

- Reconnaissance; employing SBCT Infantry squads, MGS, sniper; and using other optics.
- Maneuver (this includes flanking maneuver to gain additional intelligence by viewing the enemy from another perspective).
- Indirect fire.
- Reconnaissance by fire.
- Unmanned aircraft system (UAS).

Choose a Course of Action

2-22. After developing the situation and determining that he has enough intelligence to make a decision, the company commander selects a COA that meets the requirements of the battalion commander's intent and is within the company's capabilities.

Execute the Selected Course of Action

2-23. The company transitions to maneuver when executing a COA. It continues to maneuver throughout execution, either as part of a tactical task or to advance while in contact to reach the point in the AO from which it executes its tactical task. The company can employ a number of tactical tasks as COAs, any of which may be preceded (or followed) by additional maneuver. Some of these tasks are as follows:

- Attack by fire.
- Breach.
- Bypass.
- Clear.
- Control.
- Disengagement.
- Exfiltrate.
- Follow and assume.
- Follow and support.
- Occupy.
- Retain.
- Secure.
- Seize.
- Support by fire.

2-24. More intelligence becomes available to the company commander as execution continues. The commander may have to alter his COA during execution based on the emerging details of the enemy situation. (For example, as the SBCT Infantry rifle company maneuvers to destroy what appears to be an Infantry platoon, it discovers two additional platoons in prepared positions.) The commander analyzes and

develops the new situation. He selects an alternate COA, such as establishing a support by fire (SBF) position to support another company's maneuver against the newly discovered enemy force.

Recommend a Course of Action to the Higher Commander

2-25. Once the company commander selects a COA, keeping in mind the commander's intent, he informs the battalion commander, who has the option of disapproving it based on its impact on the overall mission. Unit SOP may provide automatic approval of certain actions to avoid delay.

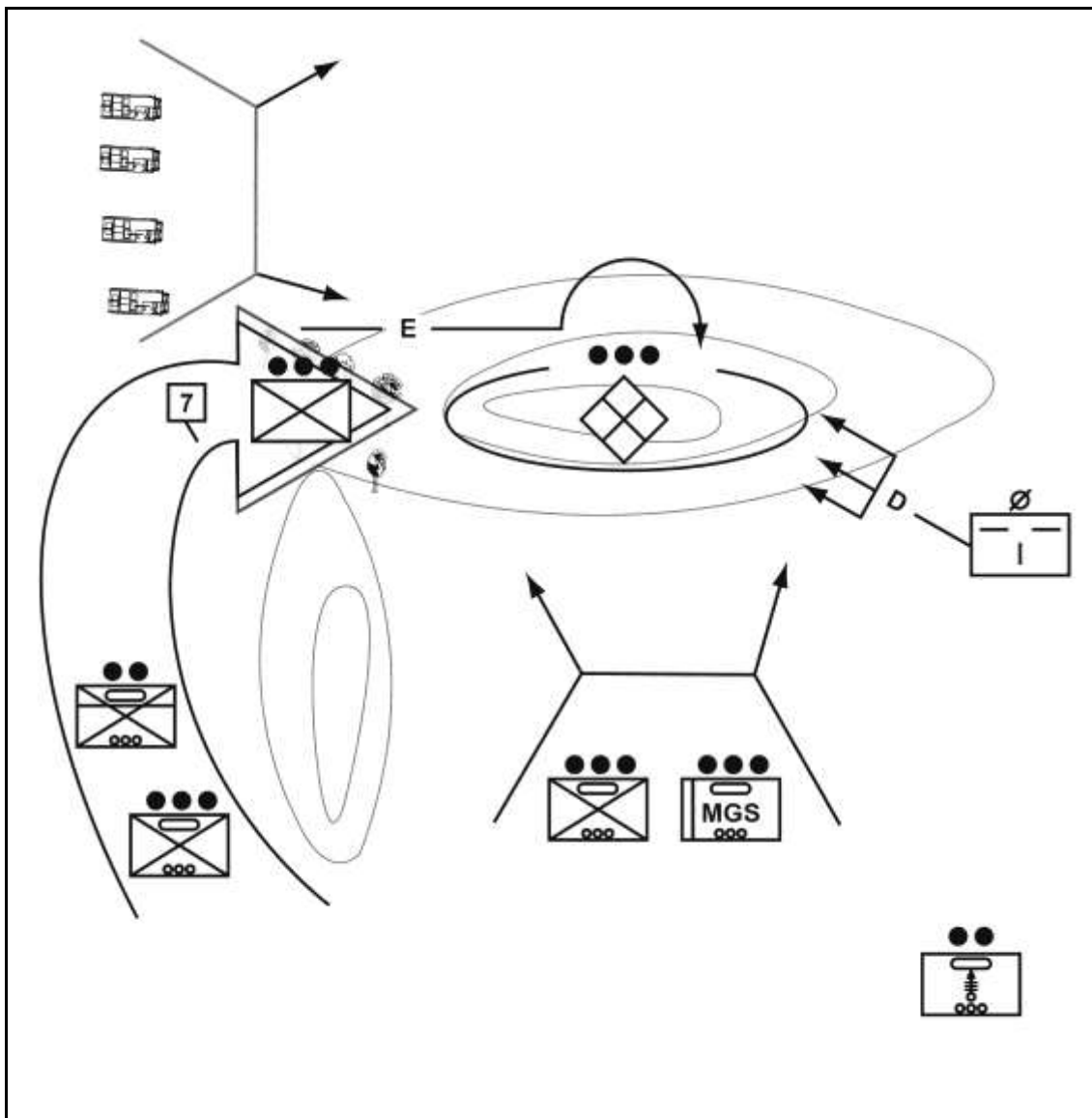
FORMS OF MANEUVER

2-26. The commander selects the form of maneuver based on his analysis of METT-TC. The commander then synchronizes the contributions of all warfighting functions to the selected form of maneuver. An operation may contain several forms of offensive maneuver. (Refer to FM 3-90-1 for more information.) The six forms of maneuver are as follows:

- Envelopment.
- Flank Attack.
- Turning movement.
- Frontal attack.
- Penetration.
- Infiltration.

ENVELOPMENT

2-27. *Envelopment* is a form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their established positions (FM 3-90-1). At the tactical level, envelopments reemphasize on seizing terrain, destroying specific enemy forces, and interdicting enemy withdrawal routes. The commander's decisive operation focuses on attacking an assailable flank. For example, an MGS platoon fixes an enemy element to allow a Stryker infantry platoon to maneuver to a position of advantage at the flank or rear of the enemy, thus allowing the Infantry to dismount and assault the objective from a position of advantage. It avoids the enemy's strength—his front—where the effects of his fires and obstacles are the greatest. The commander conducts an envelopment instead of a penetration or a frontal attack in order to preserve the attacking force by potentially having fewer casualties while having the most opportunity to destroy the enemy. Envelopment also produces great psychological shock on the enemy. The attacking force creates an assailable flank if none is available. The four varieties of envelopment are single envelopment, double envelopment, encirclement, and vertical envelopment. (See figure 2-1).



Legend: MGS = mobile gun system

Figure 2-1. Envelopment

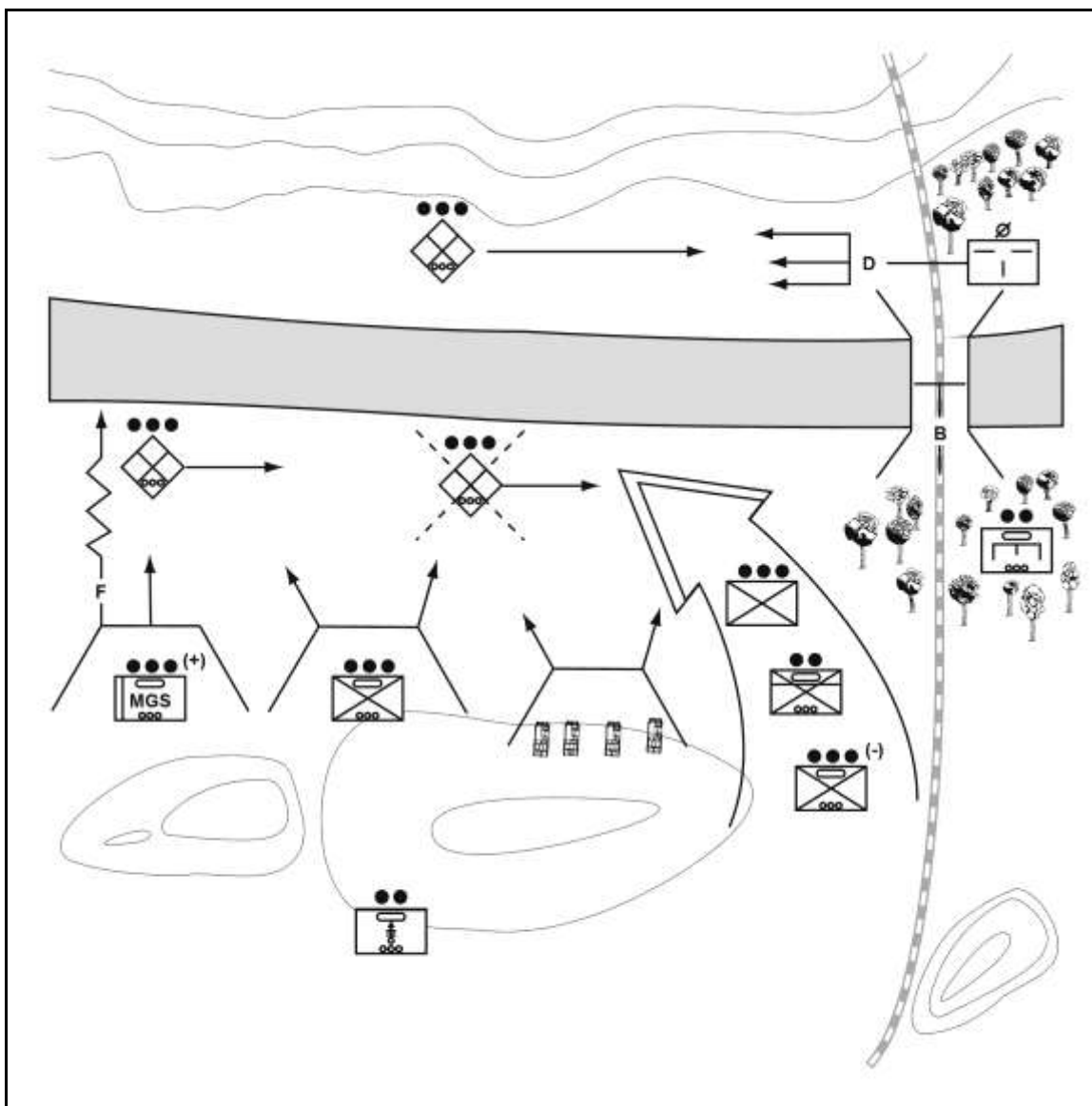
FLANK ATTACK

2-28. A *flank attack* is a form of offensive maneuver directed at the flank of an enemy force. A flank is the right or left side of a military formation and is not oriented toward the enemy. It is usually not as strong in terms of forces or fires as is the front of a military formation. A flank may be created by the attacker through the use of fires or by a successful penetration. A flanking attack is similar to an envelopment but generally conducted on a shallower axis. It is designed to defeat the enemy force while minimizing the effect of the enemy's frontally-oriented combat power.

2-29. SBCT Infantry rifle companies conduct flank attacks normally as the decisive operation directed at the flank of the enemy. They use mission command systems, mobility of their Stryker vehicles, and Infantry to initiate the flank attack unaware to the enemy. They capitalize on situations where speed and simplicity are the main factors and, ultimately, keeping the initiative. Usually, a supporting effort engages

the enemy's front by fire and maneuver while the main effort maneuvers to attack the enemy's flank. This supporting effort diverts the enemy's attention from the threatened flank.

2-30. The primary difference between a flank attack and an envelopment is one of depth. A flank attack is an envelopment delivered squarely on the enemy's flank. Conversely, an envelopment is a flank attack delivered beyond the enemy's flank and into their rear area, but short of the depth associated with a turning movement. Smaller-size tactical units, such as maneuver battalions, companies, and platoons, are more likely to conduct flank attacks than larger tactical units. This is largely a result of troop-to-space ratios and sustainment and mission command. (See figure 2-2.)



Legend: MGS = mobile gun system

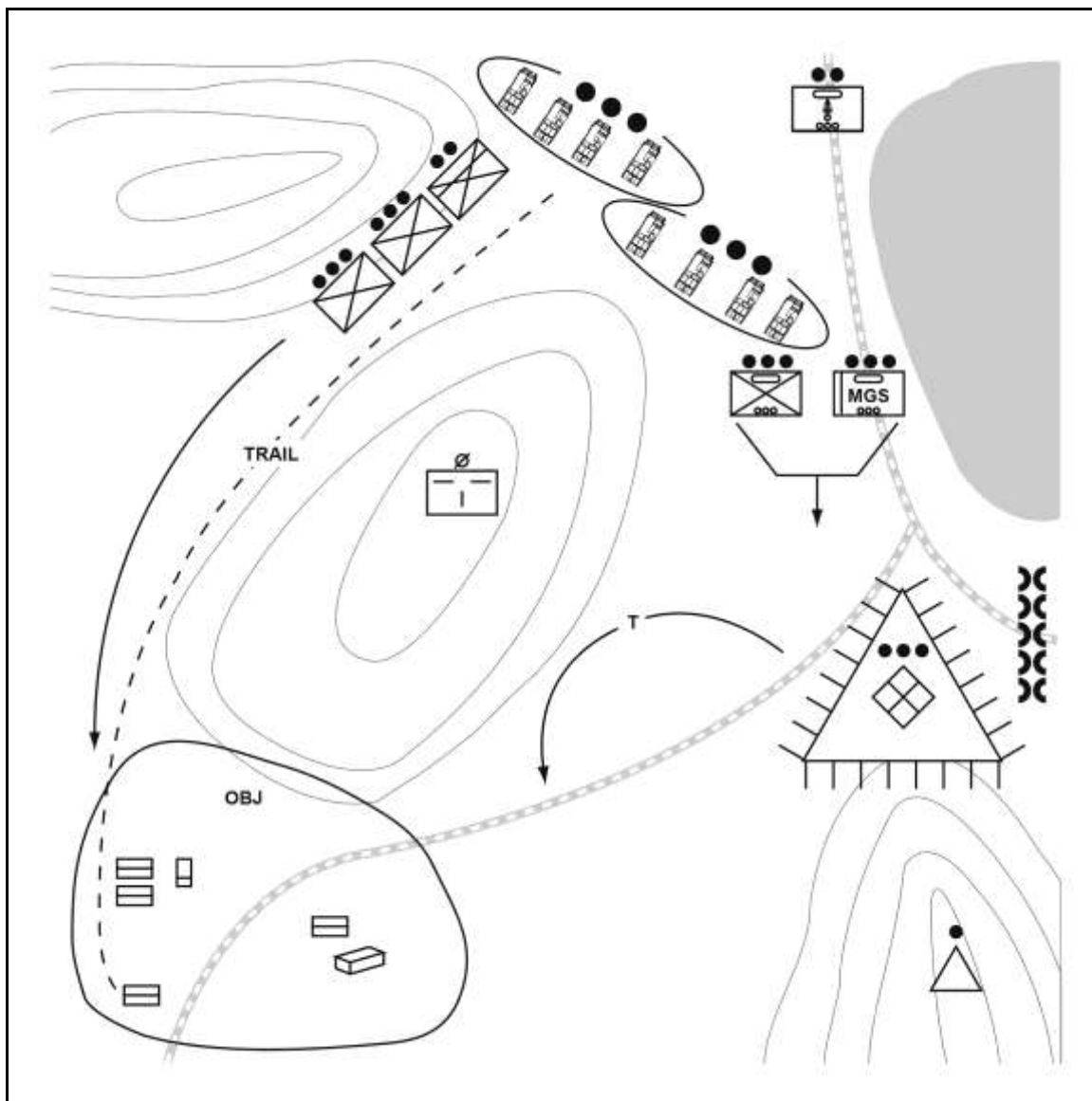
Figure 2-2. Flank attack

TURNING MOVEMENT

2-31. A *turning movement* is a form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat (FM 3-90-1).

When conducting a turning movement the attacking force avoids the enemy's main defensive positions. The attacking force seizes objectives behind the enemy's current position which causes the enemy force to move out of his current position or divert major forces to meet the threat.

2-32. The SBCT Infantry rifle company uses information sharing through mission command systems with the mobility of the Stryker platform to maneuver in order to seize vital areas in the enemy's support area before the main enemy force can withdraw or receive support or reinforcements. A turning movement differs from envelopment because the force conducting a turning movement seeks to make the enemy force displace from their current locations. An enveloping force seeks to engage the enemy in their established location from an unexpected direction. (See figure 2-3.)



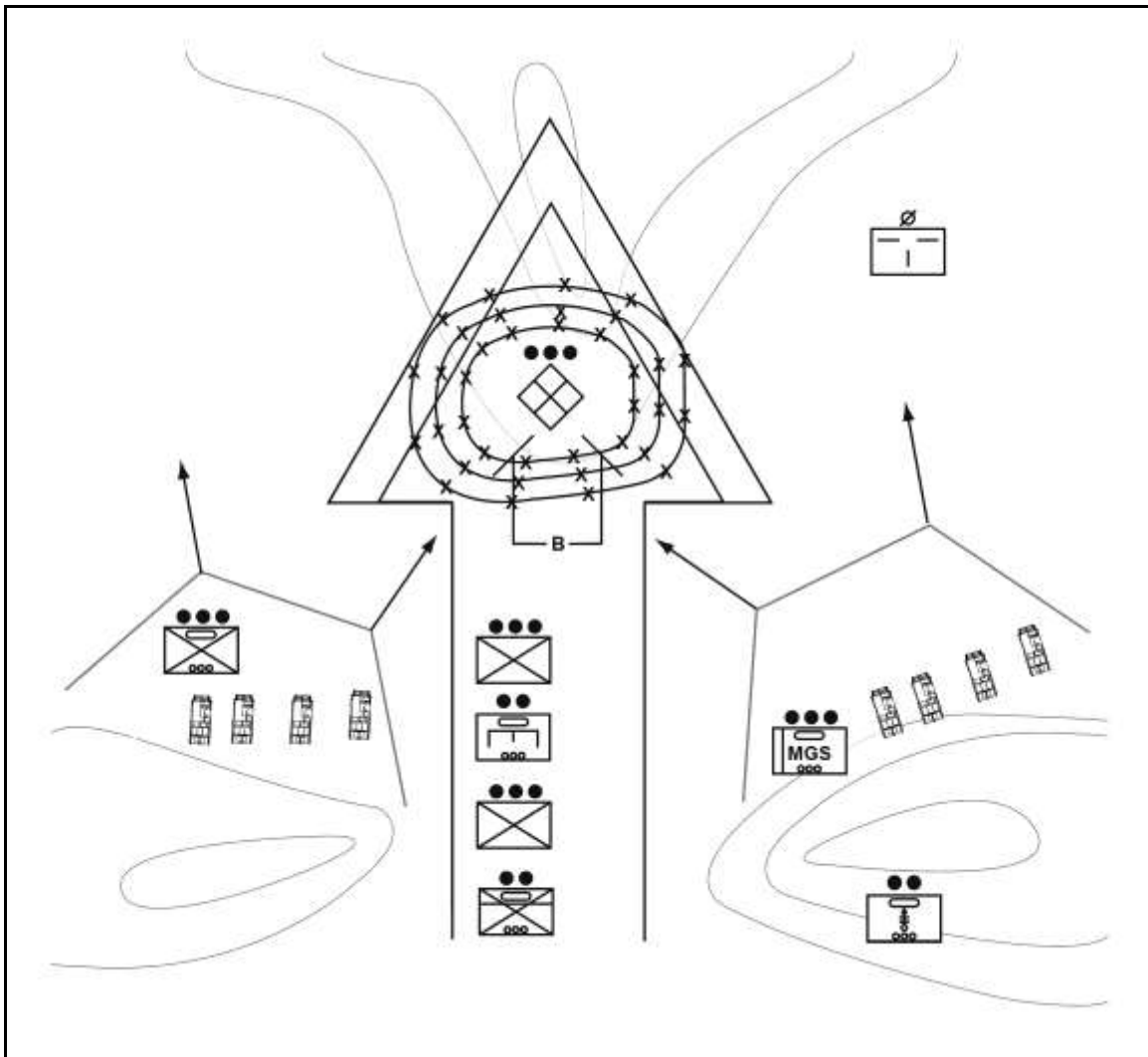
Legend: MGS = mobile gun system, OBJ = objective

Figure 2-3. Turning movement

FRONTAL ATTACK

2-33. In a *frontal attack* the attacking force destroys a weaker enemy or fixes a larger enemy force in place over a broad front (FM 3-90-1).

2-34. An attacking force can use a frontal attack to rapidly overrun a weak enemy force. The Stryker Infantry rifle company uses a frontal attack with its Infantry their ICVs, MGS, and mortars providing support by fire. (See figure 2-4.)

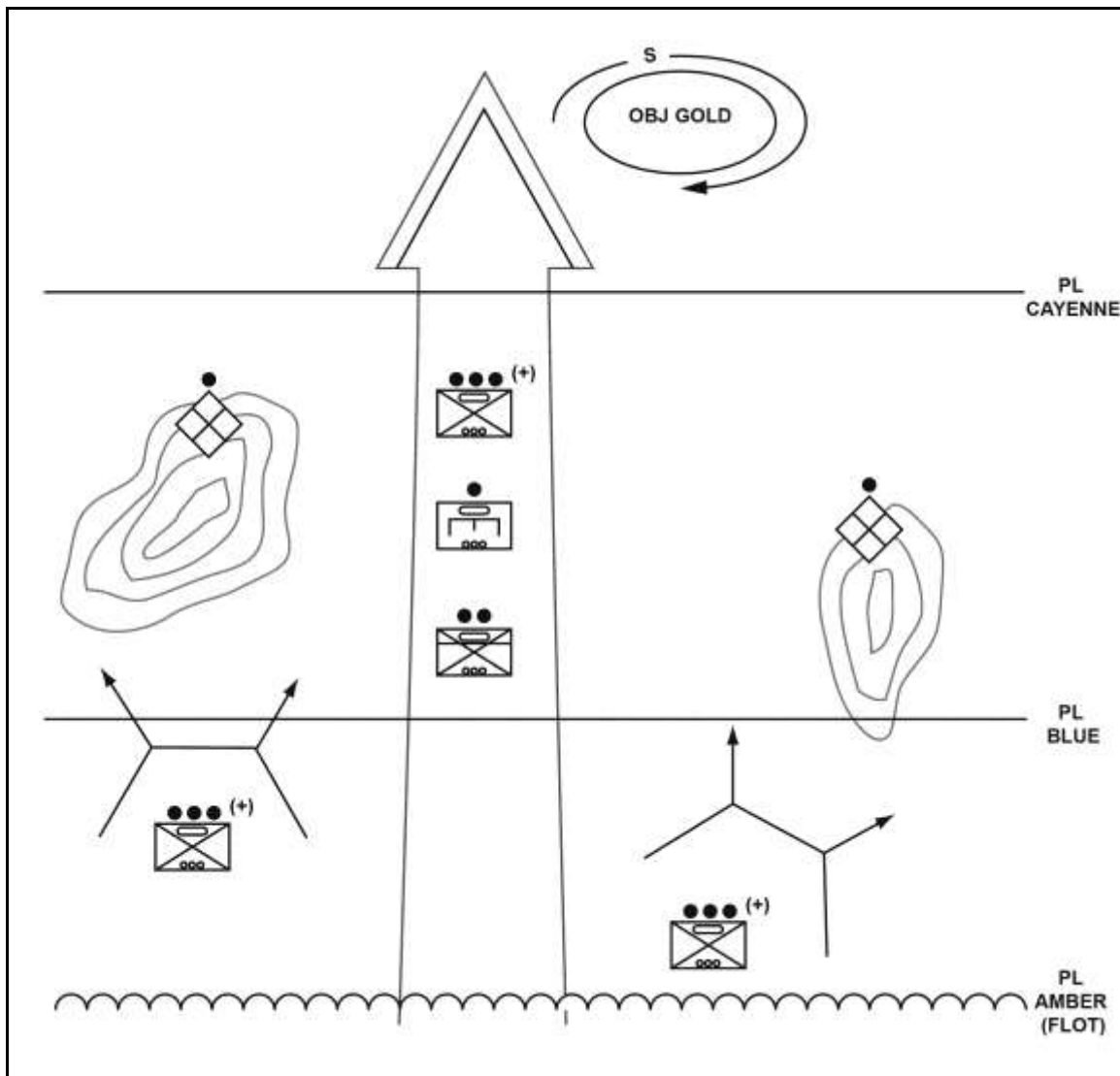


Legend: MGS = mobile gun system

Figure 2-4. Frontal attack

PENETRATION

2-35. A *penetration* is a form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system (FM 3-90-1). The penetration extends from the enemy's main defensive positions through the security area into the enemy support area. The Stryker Infantry rifle company commander employs a penetration when there is no assailable flank, enemy defenses are overextended and weak spots are detected in the enemy's positions, or time pressures do not permit envelopment. They use fires and effects to support maneuvering units. (See figure 2-5.)



Legend: FLOT = forward line of troops, OBJ = objective, PL = phase line

Figure 2-5. Penetration

INFILTRATION

2-36. An *infiltration* is a form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires (FM 3-90-1). Infiltration occurs by land, water, air, or a combination of means. Moving and assembling forces covertly through enemy positions is time consuming. To infiltrate successfully, the force avoids detection and engagement. Since this requirement limits the size and strength of the infiltrating force—and infiltrated forces alone can rarely defeat an enemy—infiltration is normally used in conjunction with and in support of other forms of maneuver.

COMMON OFFENSIVE PLANNING CONSIDERATIONS

2-37. The warfighting functions are critical tactical activities the commander can use to review, prepare, and execute planning. Synchronization and coordination between the warfighting functions are critical for

success. The following paragraphs discuss selected warfighting functions and other additional planning considerations.

WARFIGHTING FUNCTIONS

2-38. The warfighting functions outlines the planning consideration for offense.

MISSION COMMAND

2-39. The commander's mission and intent determine the scheme of maneuver and the allocation of available resources. All planning for offensive tasks address the mission variables of METT-TC. The mission command function of offensive tasks for the Stryker Infantry rifle company include:

- Commander's intent.
- Mission objectives, to include task and purpose, for each subordinate element.
- Scheme of maneuver.
- Location of key leaders.
- Suspected enemy locations and courses of action.
- Courses of action.
- Required control measures/graphics.
- Priorities of fire.
- Bypass criteria.
- Reporting requirements.
- Primary, alternate, contingency, and emergency (PACE) communications.

MOVEMENT AND MANEUVER

2-40. The commander conducts maneuver to avoid enemy strengths and to create opportunities to increase the effects of friendly fires. The commander achieves surprise by making unexpected maneuvers, rapidly changing the tempo of ongoing missions, avoiding observation, and using deceptive techniques and procedures. The commander seeks to overwhelm the enemy with one or more unexpected actions before the enemy has time to react in an organized fashion. This happens when the company or force conducting the attack is able to attack the enemy from a position of strength or from an unexpected location or direction. The Stryker Infantry rifle company does this. By dismounting at a predetermined point. The Stryker vehicle is designed to be used as an infantry carrier vehicle for transporting Soldiers safely and more rapidly. The vehicle has the ability to support the infantry platoon while dismounted.

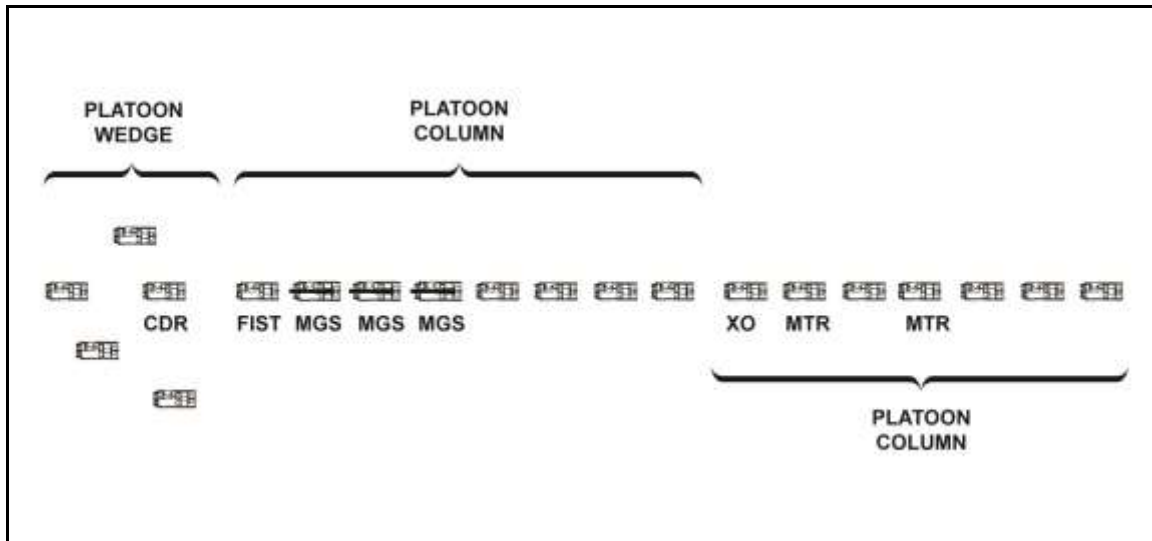
Formations

2-41. The company commander selects what formation and order of units to deploy his forces based on the factors of METT-TC. Each formation provides the commander with flexibility to achieve a specific outcome. Commanders can shift formations as needed as factors of METT-TC change to maintain the initiative.

2-42. Mounted formation selection for the SBCT Infantry rifle company commander occurs from point of departure until the lead element reaches its dismount point or makes contact and deploys its forces. The company rapidly shifts to a combination of mounted and dismounted elements working to complement each other's maneuver. METT-TC will impact the decision making of subordinate leaders to select formations that optimally support their maneuver. The company commander's role is to coordinate the maneuver of its subordinate forces to synchronize their maneuver and formation to accomplish to overall mission.

Column

2-43. The column formation allows the company to make contact with one platoon and maneuver with the two trail platoons. It is a flexible formation, allowing easy transition to other formations. It provides good all-around security and allows fast movement. It provides good dispersion and aids maneuver and control, especially in limited visibility. The company can deliver a limited volume of fire to the front and to the rear, and a high volume to the flanks. (See figure 2-6.)

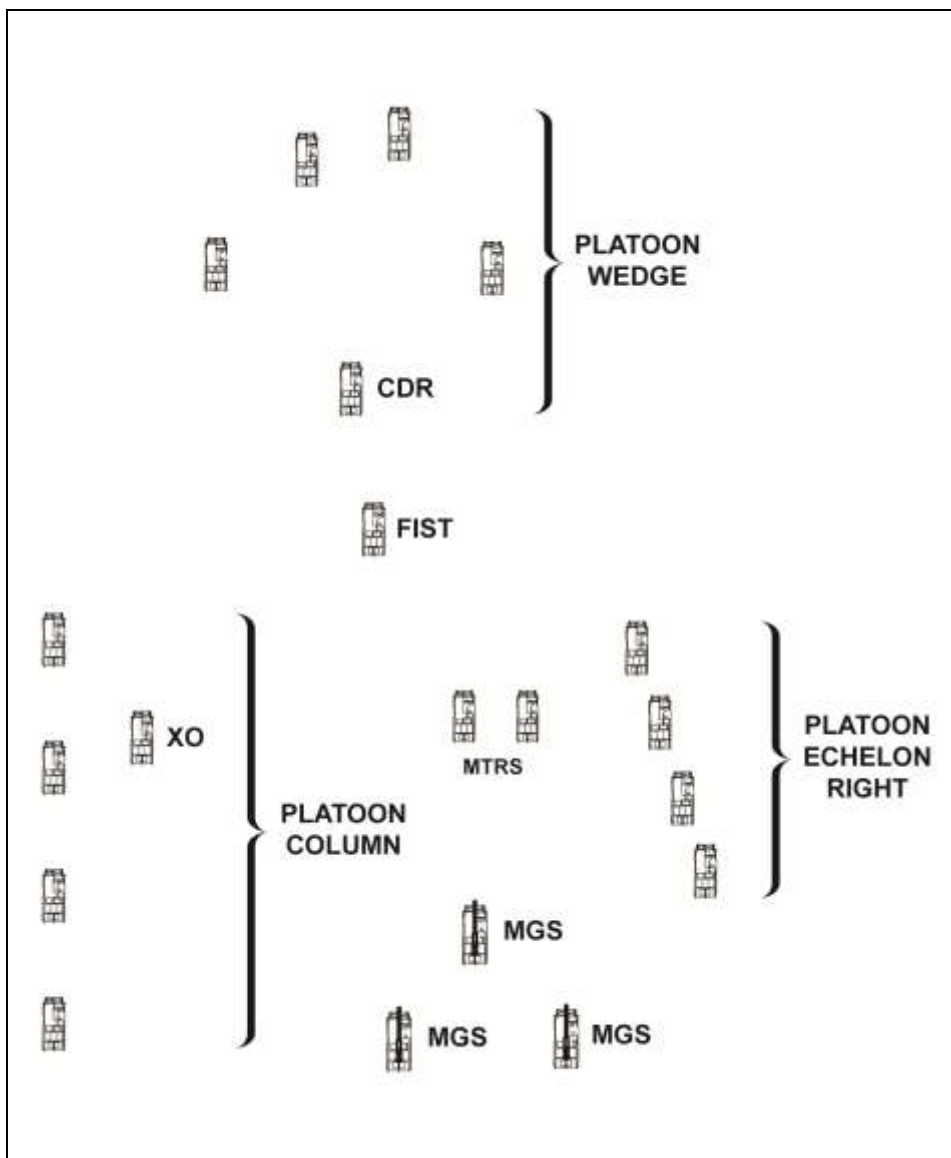


Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, MTR = mortar, XO = executive officer

Figure 2-6. Company column with platoons in a wedge and in columns

Company Wedge

2-44. The company wedge formation allows the commander to make contact with a small element and still maneuver the remaining platoons. If the company is engaged from the flank, one platoon is free to maneuver. This formation is hard to control, but it allows faster movement than the company vee formation. (See figure 2-7 on page 2-13.)

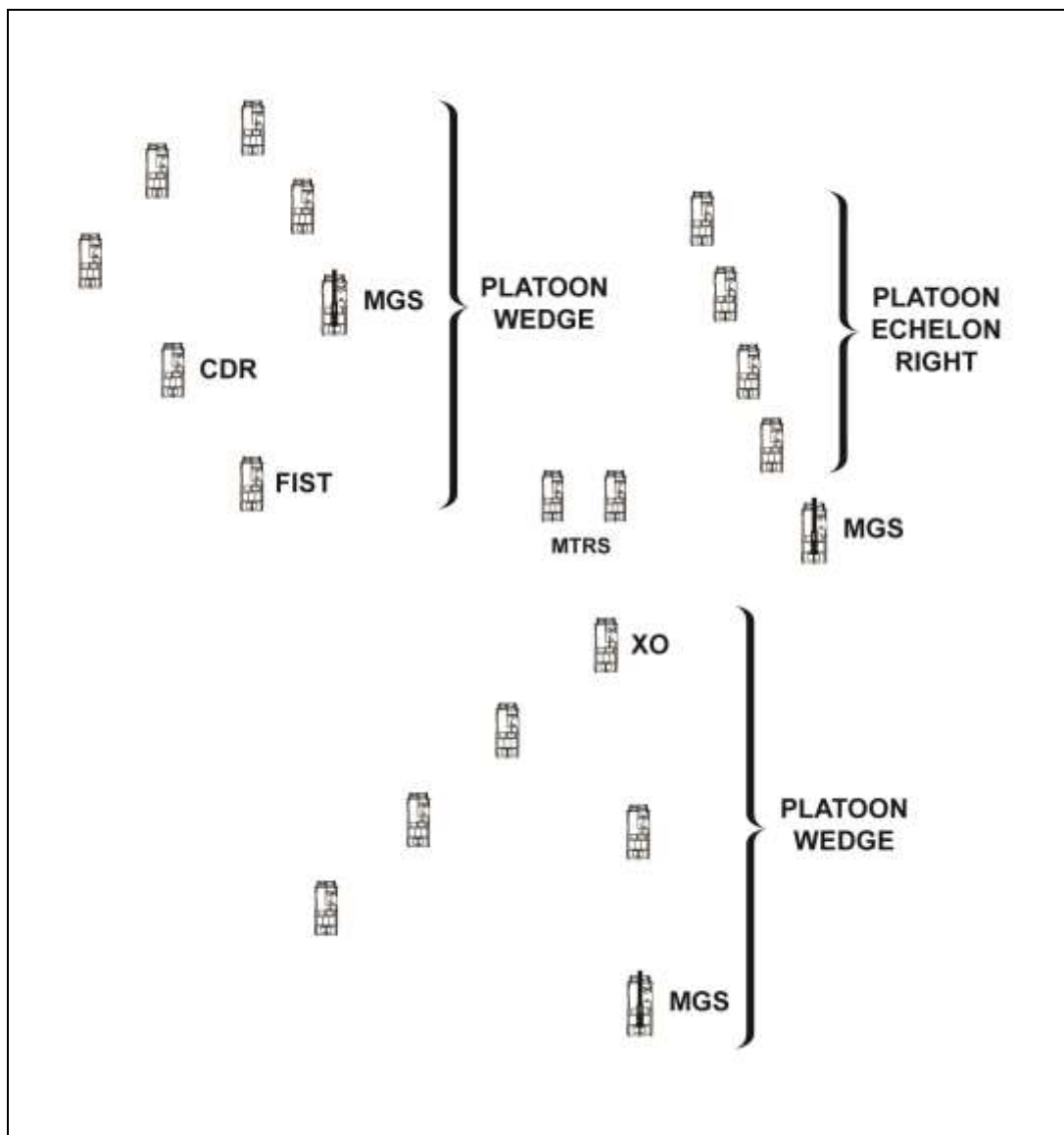


Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, MTRS = mortars, XO = executive officer

Figure 2-7. Company in wedge with platoons in different formations

Company Vee

2-45. The company vee formation has two platoons forward to provide immediate fire on contact or to flank the enemy. It has one platoon centered trailing the two forward platoons. If the company is engaged from either flank, two platoons can provide fire, and at least one platoon is free to maneuver. This formation is hard to control and slows movement. The company commander designates one of the forward platoons as the base platoon. (See figure 2-8.)

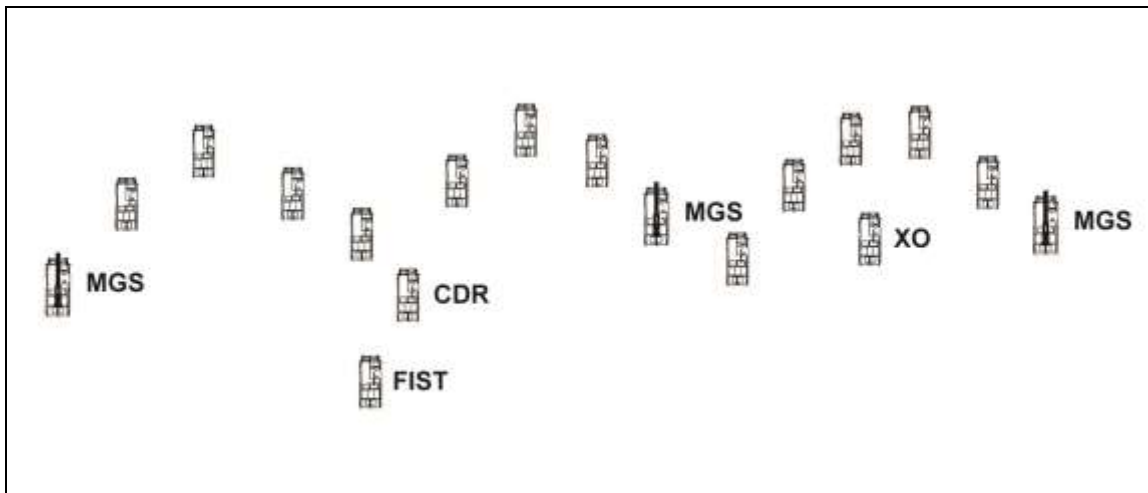


Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, MTRS = mortars, XO = executive officer

Figure 2-8. Company vee with platoons in different formations

Company Line

2-46. The company line formation puts all platoons forward along the same direction of movement, and it provides for the delivery of maximum fire to the front, but less to the flanks. It is the most difficult formation to control. The company commander designates a base platoon, normally the center one, for the others to guide on. Flank and rear security is generally poor, but is improved when the flank platoons use echelon formations. (See figure 2-9 on page 2-15.)

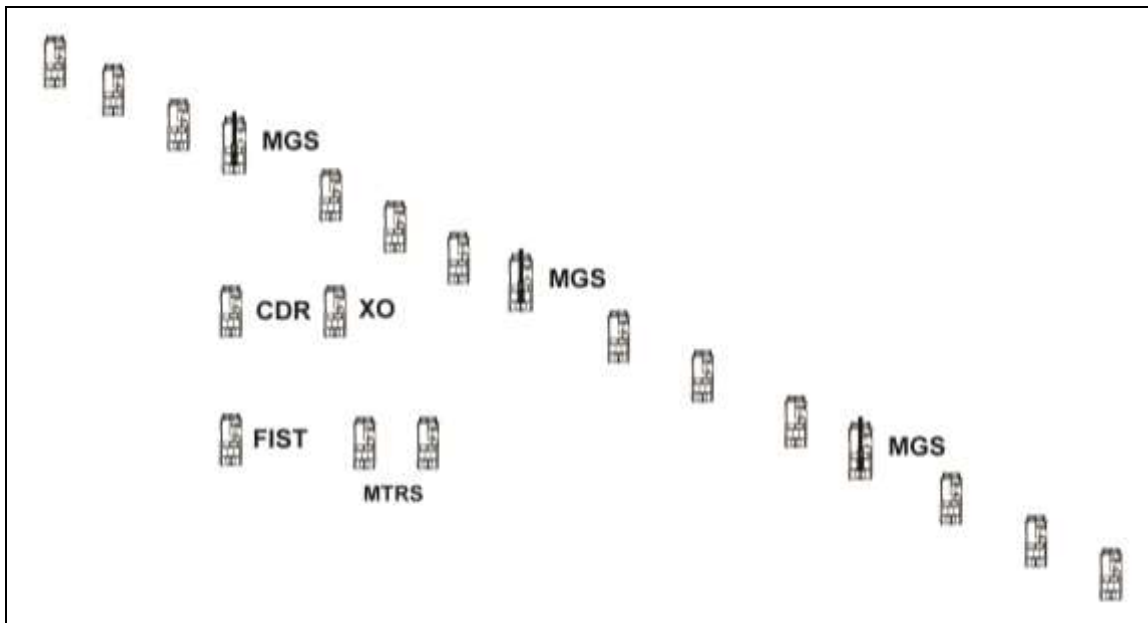


Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, XO = executive officer

Figure 2-9. Company line with platoons in wedge formations

Echelon Right or Left

2-47. The echelon right or echelon left formation is used if the situation is vague and the company commander anticipates enemy contact to the front or on one of the flanks. Normally, an obstacle or another friendly unit exists on the flank of the company opposite the echeloned flank, preventing enemy contact on that side. This formation provides a good volume of fire and protection to the echeloned flank, but less to the opposite flank. (See figure 2-10.)



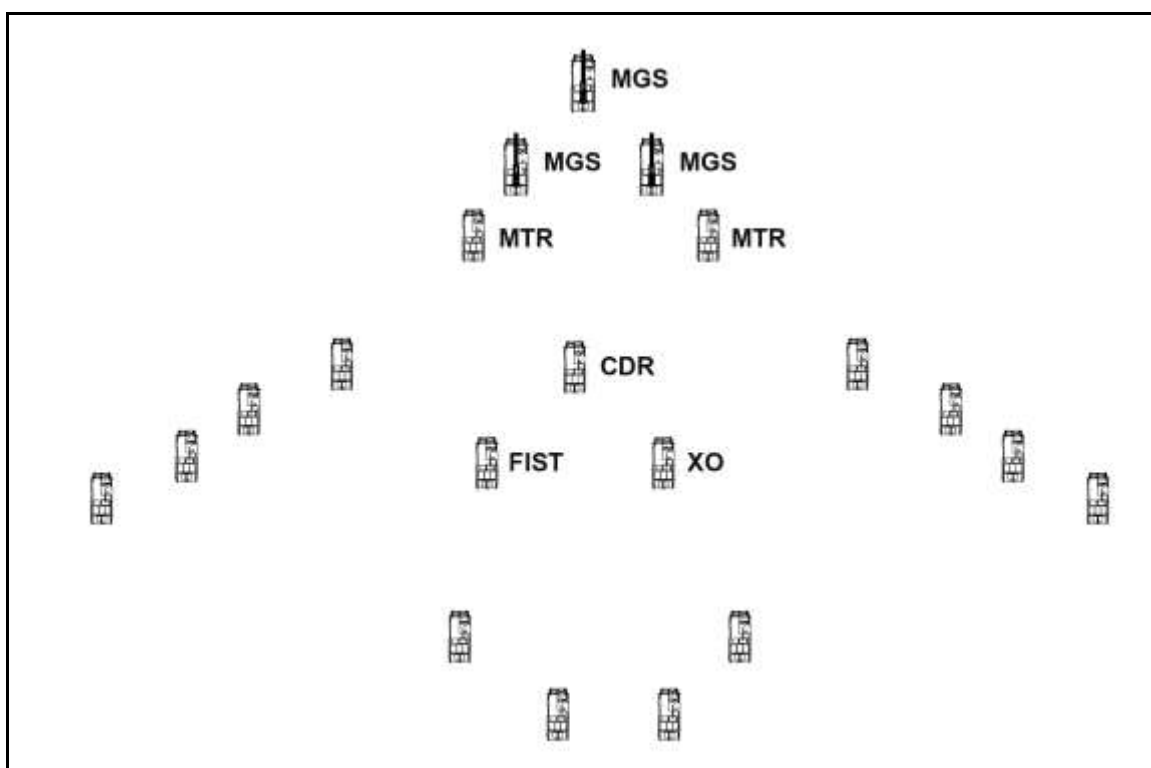
Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, MTRS = mortars, XO = executive officer

Figure 2-10. Company echelon right with platoons in echelon formations

Box and Diamond

2-48. The box information is useful when general information about the enemy is known, and the SBCT Infantry rifle company requires flexibility and depth in its attack. The diamond formation is a variation of the box formation. The SBCT Infantry rifle company uses box and diamond formations (see figure 2-11) when it has four maneuver forces. Both the box and the diamond formations—

- Provide the best flexibility for maneuver.
- Enable easy transition into all other formations.
- Distribute firepower forward and to the flanks.
- Are easy to control.
- Provide all-around security.
- Facilitate rapid movement.
- Provide protection of accompanying maneuver enhancement and sustainment elements located in the center of the formation.



Legend: CDR = commander, FIST = fire integration support team, MGS = mobile gun system, MTR = mortar, XO = executive officer

Figure 2-11. SBCT Infantry rifle company box and diamond formations

Formation Selection

2-49. The company commander selects the formation that provides the proper control, security, and speed. Table 2-1 on page 2-17 compares the movement formations.

Table 2-1. Comparison of movement formations

Formation	Security	Fires	Control	Speed
Column	Good dispersion Good all-round security	Good to front and rear Excellent to the flanks	Easy to control Flexible formation	Fast
Line	Excellent to the front Poor to the flank and rear	Excellent to the front Poor to the flank and rear	Difficult to control Inflexible formation	Slow
Wedge	Good all-round security	Good to the front and flanks	Less difficult to control than the line Flexible formation	Faster than the line
Vee	Better to the front	Very good to the front	Very difficult to control	Slow
Echelon	Good to the echeloned flank and front	Good to the echeloned flank and front	Difficult to control	Slow
Box	Good dispersion Good all-round security	Very good to front and rear Very good to the flanks	Easy to control Flexible formation	
Diamond	Good dispersion Good all-round security	Very good to front and rear Very good to the flanks	Easy to control Flexible formation	
File	Least secure Effective use of concealment	Poor	Easy to control	Fast

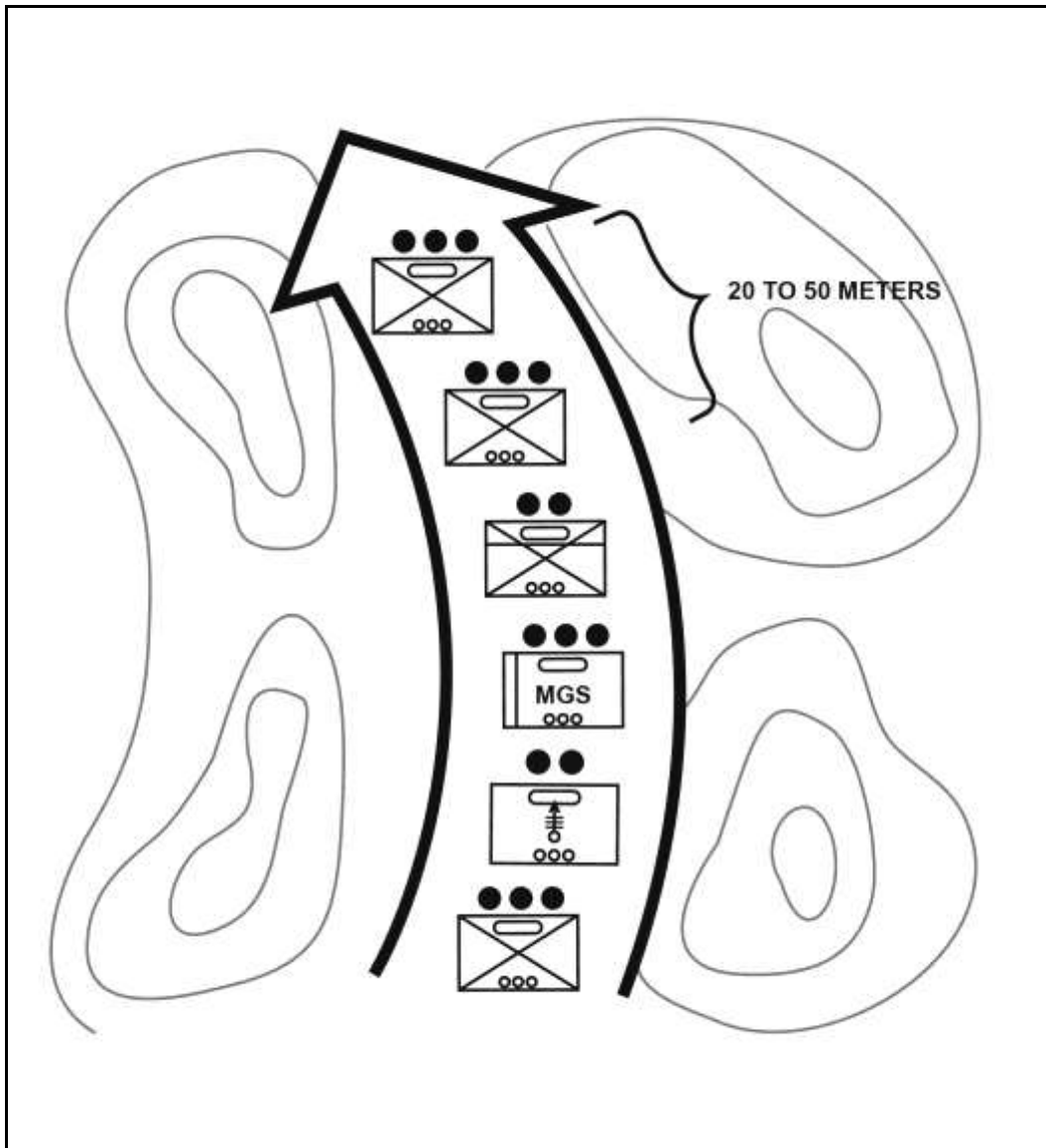
2-50. Combat formations allow a unit to move in the AO in a posture suited to the senior commander's intent and mission. A unit may employ a series of combat formations during the course of an attack; each has its advantages and disadvantages. Subordinate units within a combat formation can employ their own combat formations consistent with their particular situation. The commander considers the advantages and disadvantages of each formation with both mounted and dismounted elements in the areas of leading, influencing, maintenance, firepower orientation, ability to mass fires, and flexibility when determining the appropriate formation for a given situation.

Movement Techniques

2-51. All combat formations use one or more of the three movement techniques which are traveling, traveling overwatch, or bounding overwatch (FM 3-90-1).

Traveling

2-52. Continuous movement characterizes the traveling technique. It is best suited for situations in which enemy contact is unlikely and speed is important. (See figure 2-12.)

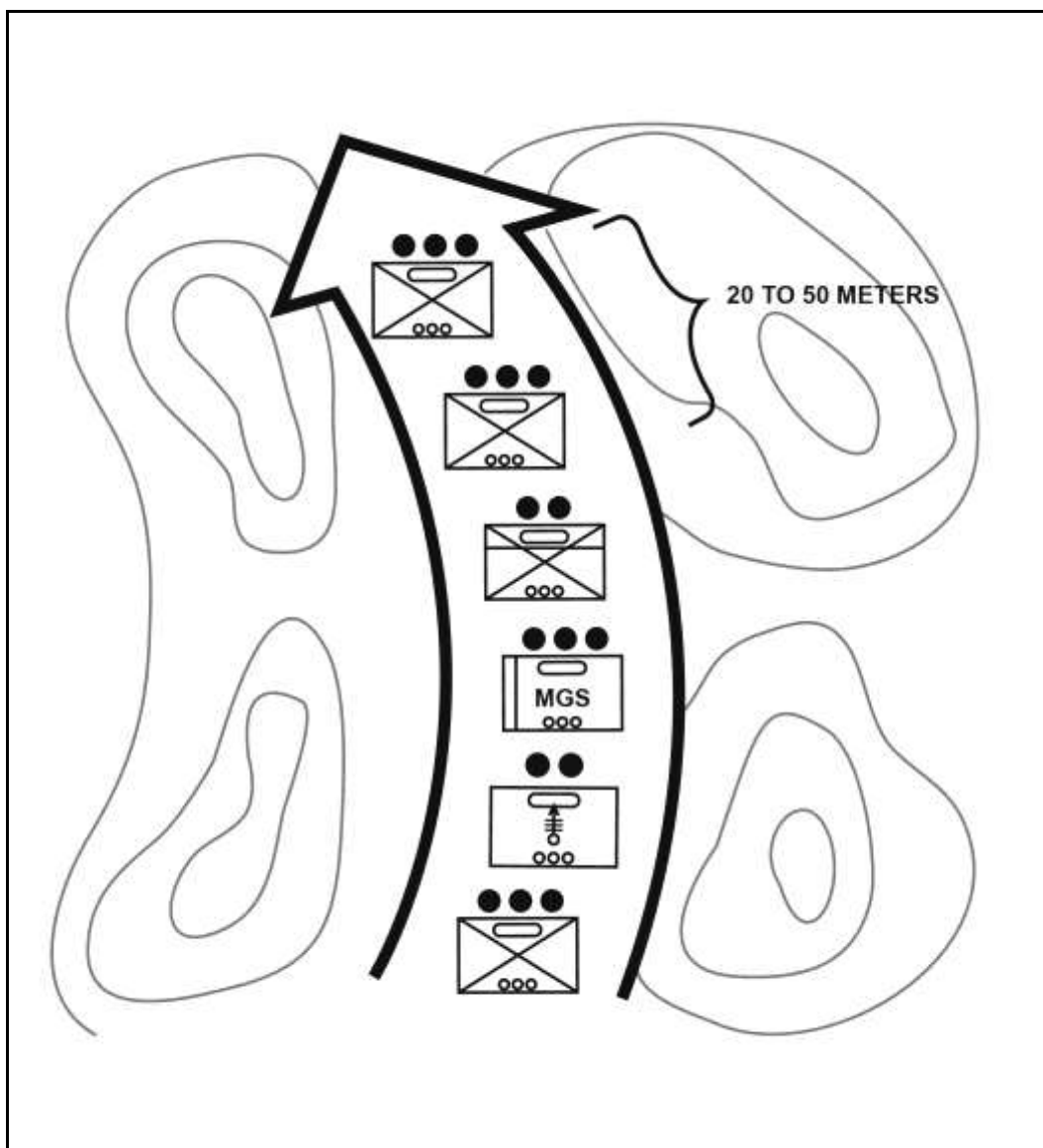


Legend: MGS = mobile gun system

Figure 2-12. Traveling

Traveling Overwatch

2-53. Traveling overwatch is an extended form of traveling that provides additional security when speed is desirable but contact is possible. The intent is to maintain depth, provide flexibility, and maintain the ability to maneuver if contact occurs. (See figure 2-13 on page 2-19.)



Legend: MGS = mobile gun system

Figure 2-13. Traveling overwatch

Bounding Overwatch

2-54. Bounding overwatch is used when contact is expected. It is the most secure, but slowest, movement technique. The purpose of bounding overwatch is to deploy before contact, giving the unit the ability to protect a bounding element by immediately suppressing an enemy force. The company can employ either of two bounding methods; alternate or successive. (See figure 2-14.)

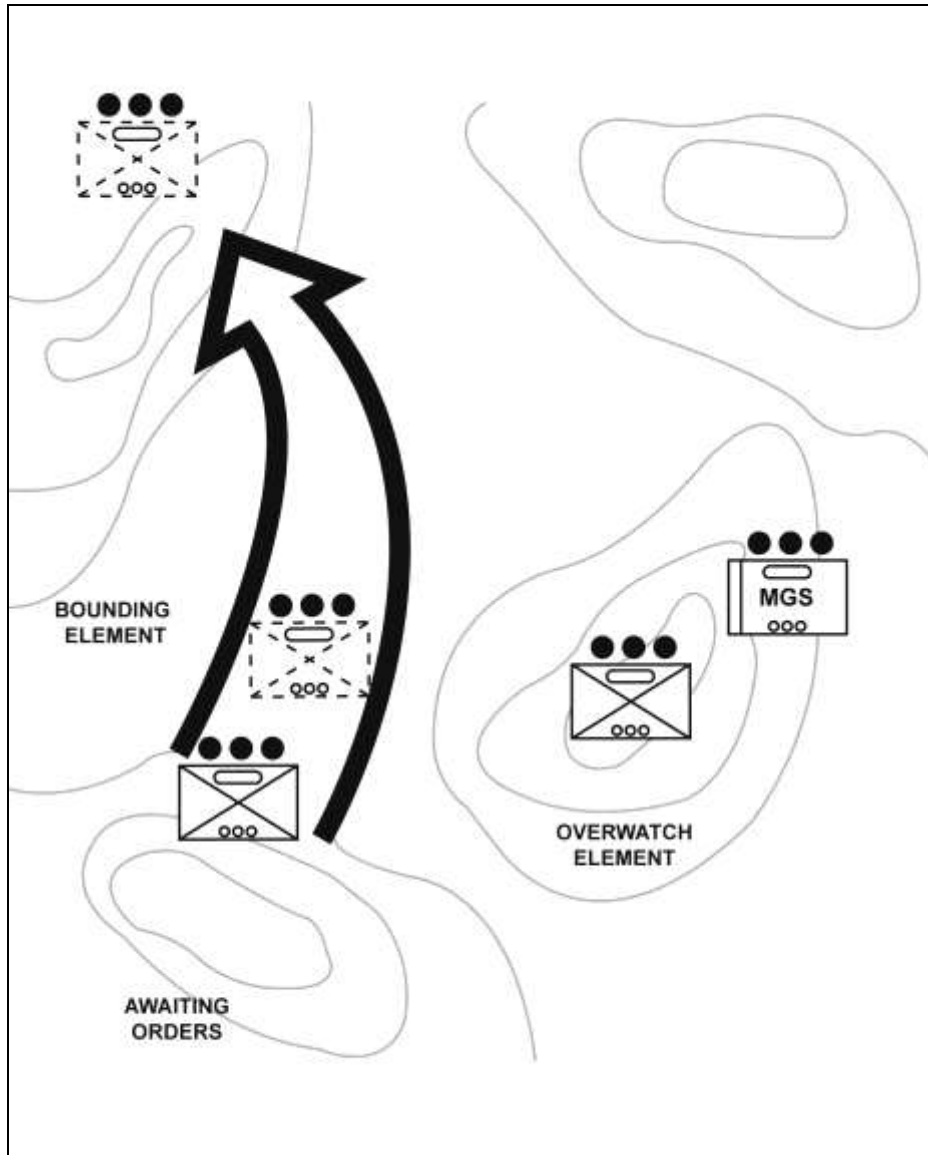
2-55. A technique to employ for the length of a bound is based on half the distance of the maximum effective range of weapon system in the overwatch element. This allows the overwatching element to cover the bounding element by allowing enough range to identify and engage a threat. The bounding element selects a covered position within that range and then becomes the overwatching element.

Alternate Bounds

2-56. Covered by the rear element, the lead element moves forward, halts, and assumes overwatch positions. The rear element advances past the lead element and takes up overwatch positions. This sequence continues, as needed, with only one element moving at a time. This method is usually more rapid than successive bounds.

Successive Bounds

2-57. In the successive bounding method, the lead element covered by the rear element, advances and assumes overwatch positions. The rear element then advances to an overwatch position abreast of the lead element, halts, and assumes overwatch. The lead element then moves to the next position, and so on. Only one element moves at a time, and the rear element avoids advancing beyond the lead element. This method is easier to control and more secure than the alternate bounding method, but it is slower.



Legend: MGS = mobile gun system

Figure 2-14. Bounding overwatch

2-58. The commander's use of standard formations enables the unit to shift rapidly from one formation to another, giving additional flexibility when adjusting to changes in the mission variables. Dismounting Infantry platoons will change the pace of the operation and formations will change rapidly and often between mounted and dismounted elements. (This results from the commander rehearsing subordinates so that they can change formations using standard responses to changing situations, such as actions on contact.) By designating the combat formation planned for use, the commander—

- Establishes the geographic relationship between units.
- Indicates probable reactions once the enemy makes contact with the formation.
- Indicates the level of security desired.
- Establishes the preponderant orientation of subordinate weapons systems.
- Postures friendly forces for the attack.

2-59. The company should try to make enemy contact with the smallest possible friendly force at terms that are favorable. This is achieved by the reconnaissance task conducted by the higher echelon to support the SBCT Infantry rifle company's maneuver. This allows most of the company freedom to maneuver against the enemy force.

INTELLIGENCE

2-60. The commander, assisted by the COIST if formed, uses threat templates, the situation template, the most probable COA, the most dangerous COA, civil consideration products, terrain products, and other intelligence products to identify any aspect within the operational environment that will affect the friendly force and enemy force. This information may come from the intelligence sections from within the company, battalion, brigade, or in combination with other intelligence agency or entity. (Refer to ATP 2-01.3 for more information.)

2-61. The attacking unit continuously conducts information collection during the mission because it is unlikely that the commander has complete knowledge of the enemy's intentions and actual actions but will receive constant updates from higher and adjacent units with sharing of the COP.

FIRES

2-62. Leader's conduct fires planning concurrently with maneuver planning at all levels. Brigade combat team's (BCT's) and SBCT Infantry battalions typically use top-down fire support planning, with bottom-up refinement of the plans. As part of the top-down fire planning system, the battalion includes a fires annex with its OPORD. The company commander refines the fire plan from higher headquarters to meet his mission requirements and to ensure that these refinements are incorporated into the higher headquarters' plan.

2-63. A clearly defined concept of operations enables the company commander to articulate precisely how he wants indirect fires to affect the enemy during the different phases of the operation. This allows the SBCT Infantry rifle company FSO to develop a fire support plan that supports the SBCT Infantry rifle company's mission. He has the ability to plan an echelon of fires with access to company mortars using 60mm dismounted, or 120-mm mounted. It allows the mortar section sergeant to develop their scheme of maneuver and place mortar firing positions. The company can possibly use battalion mortars 120-mm and 81-mm, fires from the field artillery battalion using 155-mm howitzers, and use of CAS and close combat attack (CCA). To develop an effective fires plan, the company FSO understands the commander's intent to conduct the fire planning process and address all the essential elements of a fire support plan.

SUSTAINMENT

2-64. The objective of sustainment in offensive tasks is to ensure the tactical commander maintains the momentum. The commander wants to take advantage of windows of opportunity and launch offensive tasks with minimum advance warning. Therefore, sustainment planners, and operators anticipate these events and maintain the flexibility to support the offensive plan. A key to successful offensive tasks is the ability to anticipate the requirement to push support forward, specifically regarding ammunition, fuel, and water. The ISG supervising the supply sergeant requests classes of supply packages that are designed specifically to the company. Planning rates of future consumption will need to be factored when the company coordinates its resupply at a specific time and location. All Stryker vehicles and personnel can carry up to 72 hours of

supply and conduct resupply to carry that capacity when necessary. (See chapter 8, sustainment, for more information.)

Logistics

2-65. Sustainment maintains momentum of the attack by delivering supplies as far forward as possible. In order for the SBCT Infantry rifle company to get their required supplies it may require them to send combat power elements to provide security for the transport of supplies and logistics packages to their company for emergency situations or operations beyond 72 hours. The commander can use throughput distribution and preplanned and preconfigured packages of essential items to help maintain offensive momentum and tempo. The XO and 1SG ensure that the supply packages are arranged according to the company commander's plan.

Health Service Support

2-66. The burden on medical resources increases due to the intensity of offensive tasks and the increased distances as the force advances. The commander reallocates medical resources as the tactical situation changes. The 1SG and emergency care sergeant advise the commander to enhance the company's responsive and effective health service support.

PROTECTION

2-67. The rapid tempo and changing nature of offensive tasks present challenges when protecting friendly assets. The forward movement of subordinate units is critical if the commander is to maintain the initiative necessary for successful offensive tasks. Denying the enemy a chance to plan, prepare, and execute an effective response to friendly offensive tasks through maintaining a high operational tempo is a key means the commander employs to ensure the survivability of his force. Maintaining a high tempo of offensive tasks includes using multiple routes; dispersion; highly mobile forces; piecemeal destruction of isolated enemy forces; scheduled rotation and relief of forces before they culminate; keeping an Infantry team with the vehicles for local security; and wise use of terrain. The exact techniques employed in a situation reflect the mission variables.

2-68. The commander protects subordinate forces to deny the enemy the capability of interfering with ongoing missions. That protection meets the commander's legal and moral obligations to the organization's Soldiers. To help protect the force, the commander addresses all protection tasks during the unit's planning, preparation, and execution, while he assesses the effectiveness of those protection tasks. Some of these protection assets will need to be requested from higher headquarters. (Refer to FM 3-90-1 and ADRP 3-37 for more information.)

ADDITIONAL PLANNING CONSIDERATIONS

2-69. Additional offensive task planning considerations include the following:

- Urban environment.
- Mountainous terrain.
- Desert environment.
- Jungle environment.
- Subsurface areas.
- Sniper employment considerations.
- Air assault operations.

URBAN ENVIRONMENT

2-70. Offensive tasks in an urban environment aim to destroy, defeat, or neutralize an enemy force. However, the purpose may be to achieve some effect relating to the population or infrastructure of the urban area. No matter the purpose, commanders should use a combined arms approach for successful offense.

2-71. Stryker Infantry rifle company has a significant advantage in the urban environment during offensive tasks with its force structure, technology, firepower, and protection. The force structure allows it to place Infantry squads into an urban area that can maneuver, communicate, and interact in close contact with the local population, and search. It has the firepower to be able to organically conduct dynamic building breaches using MGS or demolition charges if rules of engagement (ROE) allow; suppress or destroy significant fortified emplacements with the use of .50cals, MK-19s or the MGS; and infiltrate snipers to provide long range precision fires or surveillance. The vehicles themselves provide protection with their armor and can engage enemy safely and accurately with the use of the remote weapon station.

MOUNTAINOUS TERRAIN

2-72. Combat in mountainous terrain presents units with complicated and ever-shifting hazards, difficulties, opportunities, and risks. Mountain combat calls for extreme physical fitness, mental toughness, endurance, and the utmost in tactical and technical proficiency on the part of all individuals. A disciplined and prepared SBCT Infantry rifle company that is task-organized with and supported by the other members of the combined arms team facilitates success. A unit fighting in the mountains overcomes difficulties, measures risks, and exploits opportunities to close with the enemy and defeat him. Well prepared commanders anticipate, understand, and adapt to the physical demands of mountain environments. They face and overcome the challenges of fighting in areas where technological supremacy can be negated by even the most crude and nontechnical enemy actions. Leaders should prepare for mountain missions in a manner that allows their units to adapt to the challenges. (Refer to ATTP 3-21.50 for more information.)

2-73. SBCT Infantry companies conducting offensive, defensive, and stability tasks in mountainous terrain are able to adapt and skillfully use the environmental challenges to their advantage. The design of the landscape, coupled with climatic conditions, creates a unique set of characteristics in mountainous terrain that are described below.

Close Fights With Infantry

2-74. Mountain combat is close as the opposing forces meet in the rugged terrain. Even though engaging targets near the limits of direct fire weapons does occur in mountain engagements, intervening crests, hills, ridges, gullies, depressions, and other terrain features often limit long range engagements with the enemy. The upper levels of mountainous terrain are characterized by a lack of trafficable roads. Dismounted units execute the mission when use of motorized vehicles is restricted. The SBCT Infantry rifle company Soldiers can use organic air burst munitions that can set conditions to fix or maneuver against the enemy that are behind defilade or in dead space where direct fire weapons have little effect.

Decentralized Small-Unit Operations

2-75. Mountainous terrain environments do not support the meeting and maneuver of large units requiring conflicts to be fought at the platoon and squad level. Mountainous terrain can separate brigades from battalions, battalions from companies, and companies from platoons for long periods. Communication with higher and adjacent units can be difficult at times. Contingencies for establishing PACE communications should be established. Intent based operations should be clearly communicated to allow platoon and squad level leaders to take actions according to the commander's intent in case communications cannot be maintained.

Degraded Mobility and Increased Movement Times

2-76. The ruggedness of mountainous terrain may restrict mobility to foot movements using file type formations on roads and trails. A relatively short distance from point to point may be an arduous movement over steep, rocky, uneven terrain, with multiple trail switchbacks that increase the distance traveled and the energy expended to traverse it. In mountainous terrain, the Infantry dismount to move through defiles, choke points, and other restricted terrain at higher or lower elevations. This allows the Stryker vehicles to carry the majority of the Infantry's equipment and sustainment needs to lessen the combat load weight. Periodic link up points should be planned along traveled routes to resupply the dismounted force.

Unique Sustainment Techniques

2-77. Sustainment in a mountainous terrain is a challenging and time-consuming process. Terrain and weather complicate sustainment tasks to include logistics resupply, medical evacuation, CASEVAC, and

Soldier health and hygiene. The network of restrictive mountain roads rarely supports resupply vehicles with a large turning radius, or two-way traffic. Often, vehicle traffic can use more terrain favorable routes at lower elevations along the base of mountains and through rivers and streams. Movement of supplies includes air, vehicle, foot, and animal. Each technique has its own challenges in mountainous terrain.

Operations in Thinly Populated Areas

2-78. The populace that reside in mountainous terrain live in small villages in the valleys with some scattered villages in the upper mountain areas. Although the farmers and animal herders that are most of the indigenous population may work in the mountains, the vast amount of mountainous terrain remains unpopulated.

2-79. Mountainous terrain and weather conditions can be both an advantage and a disadvantage to friendly or enemy forces. If unprepared, the terrain can be a company's adversary. Personnel prepare mentally and physically, and leaders prepare tactically and logistically to conduct missions in the mountains. Company leaders understand physical characteristics of mountainous terrain and how to use terrain and weather to their advantage. Mountainous terrain is characterized by one or more of the following:

- High altitudes.
- Gently rolling slopes and steep cliffs.
- Varying amounts of vegetation (heavy, light, or none).
- Timberline.
- Rocky ground.
- Wet or dry stream beds.
- Glaciated peaks.
- Compartmentalization.
- Mountain weather is characterized by the following:
 - Extreme conditions (such as scorching hot, subfreezing, violent thunderstorms, and blizzards).
 - Large temperature differences between day and night.
 - Sudden atmospheric disturbances.

Offensive Tasks in Mountainous Terrain

2-80. Determining where the enemy is located or suspected to be is a key factor when conducting offensive tasks in mountainous terrain. It is extremely difficult to target the enemy in rugged mountainous terrain with physical characteristics such as caves, rock formations, depressions, rifts, and wooded areas. These offer excellent cover and concealment to Infantry or paramilitary forces within a dispersed area. The second factor is determining an appropriate method to fix or place the enemy in a kill zone where they can be attacked without escaping.

2-81. The mountainous, restrictive terrain drives most offensive combat tasks to dismounted movements with smaller elements. Correspondingly, tasks tend to become more decentralized and take place at the platoon and squad level. Junior leadership initiative and decisiveness is essential during the conduct of these tasks.

2-82. Leaders plan offensive engagements on favorable terms to the attacking force. As with all offensive tasks, the initiative is with the attacker. The attacker chooses the time, place, and method of attack, while the defender considers all possible methods of attack and avenues of attack. Units can execute effective attacks in the mountains with careful planning and preparation. Understanding the enemy and how they use mountainous terrain and weather to their advantage is crucial to developing a scheme of maneuver. Reconnaissance will be limited in gaining timely information because the terrain offers cover and concealment from visual contact and limits signal signatures for both forces. Establishment long duration observations posts (OPs) equipped with enhanced optics from points overwatching likely routes can mitigate some of the lack of information. It is beneficial when creating clear, tactical tasks for mission command, time, and additional combat power to support the mission. Leaders who understand enemy mountain tactics are able to use the same mountain characteristics to their advantage. (Refer to ATTP 3-21.50 for more information.)

DESERT ENVIRONMENT

2-83. Successful desert operations require adaptation to the environment and to the terrain and climate limitations. Equipment and tactics must be modified and adapted to a dusty and rugged landscape with extremes in temperature and where visibility may change from 30 miles to 30 feet in a matter of minutes. (Refer to FM 90-3 for more information.) Stryker units often lack the range advantage with MTOE weapon systems to engage targets identified with their sensors. They rely on indirect fires, CAS and CCA, antitank guided missile (ATGM) and MGS to mitigate. The Stryker vehicle is also vulnerable in open desert usually when moving and relies on the terrain for protection by utilizing covered positions in restricted terrain. Bounding overwatch should be considered as more prevalent movement technique when the enemy force has armored forces or Armor defeating weapon systems with long ranges.

JUNGLE ENVIRONMENT

2-84. Successful offensive tasks in a jungle environment combine dispersion and concentration. For example, a force may move out in a dispersed formation so that it can find the enemy. Once contact is made, its subordinate forces close on the enemy from all directions. Operations are enemy-oriented, not terrain-oriented. Wherever the enemy is found, that is where he should be destroyed. If he is allowed to escape, he will only have to be found again, with all the risks involved. (Refer to FM 90-5 for more information.)

SUBSURFACE AREAS

2-85. A subsurface area is a condition that can be found on all four of the operational environments. Subsurface areas are areas below ground level that may consist of underground facilities, passages, subway lines, utility tunnels, sewers, and storm drains, caves, or other subterranean spaces. These areas can be used for cover and concealment, troop movement, command and control functions, and engagements, but their use requires intimate knowledge of the area. Knowledge of the nature and location of these subsurface areas is of great value to both friendly and enemy forces. To exploit the advantages of subsurface areas, a thorough reconnaissance is required. Maximizing the use of these areas could prove to be a decisive factor while conducting offensive operations.

SNIPER EMPLOYMENT

2-86. Snipers are organic to the SBCT Infantry rifle company. Snipers and observers play a critical role in Infantry company operations. Well-trained snipers provide the commander accurate, discriminating, long-range small-arms fire, and direct observation of key terrain and avenues of approach. The two best uses of sniper fire or long-range precision fire are against key targets beyond the range of organic rifles and automatic weapons, or against any targets that other weapon systems cannot destroy due to range, size, location, visibility, or security and stealth requirements. Sniper TTP enables them to directly gather and relay critical, detailed enemy information. Sniper effectiveness is measured by more than casualties or destroyed targets. Commanders know snipers affect enemy activities, morale, and decisions. Knowing snipers are present hinders the enemy's movement, and creates confusion and continuous personal fear. It disrupts enemy operations and preparations, and compels the enemy to divert forces to deal with the snipers. (Refer to TC 3-22.10 for more information.)

2-87. During the offense, snipers help the commander accomplish the mission by—

- Obtaining information.
- Depriving the enemy of resources.
- Deceiving or diverting the enemy from the main effort.
- Keeping the enemy from regrouping or repositioning.
- Conducting preemptive attacks to gain the initiative.
- Disrupting enemy offensive actions.

2-88. During the conduct of offensive tasks, snipers infiltrate enemy areas and engage them from unexpected directions. The teams should move out well in advance of the projected movement. This allows them to move at their own pace so they remain undetected. It also allows them to engage any targets that threaten the advance. The teams may use normal stalking methods, or they can be inserted by ground vehicle, helicopter, parachutes, or boats. Their precision fire reduces delays during the hasty attack.

2-89. In a deliberate attack, snipers can be effectively employed near the fire support element. Their accuracy and optics enable them to reduce enemy targets in the midst of friendly forces. During a deliberate attack, the unit should take care to avoid drawing enemy attention to the sniper team's position. The team may be deployed forward of the fire support (FS) element to support the attack, with accurate selective rifle fire, or deployed with a cutoff force with the same task. They infiltrate behind the enemy positions to disrupt counterattacks or withdrawal and to harass enemy reinforcements if time permits. (Refer to TC 3-22.10 for more information.)

AIR ASSAULT

2-90. The Stryker Infantry rifle company participates in air assault operations as part of an air assault task force (AATF), led by a battalion headquarters or higher. When the mission variables of METT-TC require Infantry Soldiers to conduct offensive tasks beyond the capabilities of their Stryker vehicles. This occurs when speed and difficult terrain are factors. Air assault operations can be conducted by purely Infantry or in conjunction with another Stryker mounted element.

2-91. Air assaults operations should not be employed in roles requiring deliberate operations over an extended period of time, and is best employed in situations that provide a calculated advantage due to surprise, terrain, threat, or mobility. In particular air assault operations are conducted when—

- Massing or shifting combat power quickly.
- Using surprise.
- Using flexibility, mobility, and speed.
- Gaining and maintaining the initiative.

2-92. The following are basic planning considerations for the SBCT Infantry Rifle company when participating in air assault operations:

- Air assault operations are best conducted at night or during weather conditions that allow aircraft operation, but obscure enemy observation to facilitate deception and surprise.
- Fire support planning provides suppressive fires along air routes and in the vicinity of LZs. Priority for fires should be to the suppression of enemy air defense (SEAD) systems. Upon landing the ground force is responsible for identifying and marking targets.
- The initial assault force requires enough combat power to seize the LZ upon landing, establish air control over the LZ, and conduct clearance of fires as part of the air-ground operations.
- The LZ control makes the decision for landing follow on forces based upon established criteria developed during planning or discovered during execution.
- Contingency plan to respond to downed aircraft.
- Infantry unit operations are not fundamentally changed by integrating with aviation units. However, tempo and distance are dramatically changed.

VULNERABILITIES

2-93. An AATF uses helicopters to move to and close with the enemy. Initial assault elements should minimize the amount of equipment and the number of personnel to assure mobility. They are often separated from weapon systems, equipment, and materiel that provide protection and survivability on the area of operation. (Refer to FM 3-99 for more information.) An AATF is particularly vulnerable to enemy—

- Attack by aircraft and air defense weapon systems during the movement phase.
- Attack by CBRN weapons because of limited CBRN protection and decontamination capability.
- Attack by ground, air, or artillery during the loading and landing phases.
- Air strikes due to limited availability of air defense weapon systems.
- Electronic attack, to include jamming of communications and navigation systems, and disrupting aircraft survivability equipment.
- Small-arms fire which presents a large threat to helicopters during the air movement and landing phases.

SECTION II – MOVEMENT TO CONTACT

2-94. Movement to contact is an offensive task designed to develop the situation and establish or regain contact (ADRP 3-90). When necessary, the SBCT Infantry rifle company can conduct this task regardless of which decisive action element is currently predominate—offense, defense, or stability. Units plan and conduct movement to contact to gain or regain contact with the enemy. It ends when they make enemy contact. The company usually conducts a movement to contact as part of an SBCT Infantry battalion or larger element. Based on mission variables, the SBCT Infantry rifle company may conduct the task independently. Movement to contact includes search and attack and cordon and search.

2-95. Purposeful and aggressive movement, decentralized control, and the hasty deployment of formations from the march to conduct offensive, defensive, or stability tasks characterize a movement to contact. The fundamentals of an movement to contact are as follows:

- Focus all efforts on finding the enemy.
- Make initial contact with small, mobile, self-contained forces to avoid decisive engagement of the main body on ground chosen by the enemy. This allows the commander maximum flexibility to develop the situation.
- Task-organize the force and use movement formations to deploy and attack rapidly in any direction.
- Keep subordinate forces within supporting distances to facilitate a flexible response.
- Maintain contact regardless of the COA adopted once contact is gained.

ORGANIZATION OF FORCES

2-96. The SBCT Infantry rifle company organizes for a movement to contact with a forward security force and a main body. A portion of the main body composes the commander's sustaining base. Based on the mission variables of METT-TC, the battalion commander may increase the SBCT Infantry rifle company's security force by attaching the Scout platoon. This usually happens when the SBCT Infantry battalion is conducting a movement to contact and the SBCT Infantry rifle company is the advance guard for the battalion. The security force for the company can be an Infantry rifle platoon, MGS platoon, or battalion scout platoon if attached or combination of any of these elements. Snipers can also be assigned to this element to provide assistance.

SECURITY FORCE

2-97. A security force is comprised of four elements; covering force, advance guard, flank guard, and rear guard. For the SBCT Infantry rifle company its covering force and advance guard are normally the same element and normally one of its SBCT Infantry rifle platoons.

Covering Force

2-98. Normally the lead squad of the Infantry rifle platoon will serve as a covering force providing early warning allowing the SBCT Infantry rifle platoon following as the advance guard fix the enemy force when it makes contact.

2-99. The primary advantage to having a covering force is the early and accurate reporting about the enemy and terrain. This force must be prepared to fight for information against an enemy. Depth is essential to providing early warning and reaction time for leaders at the platoon, company, and battalion levels. It enables leaders to conduct actions on contact that preserve the parent unit's freedom of movement and maneuver. This security element is normally the unit's initial main effort.

Advance Guard

2-100. The purpose of the SBCT Infantry rifle platoon or company, when it is serving as the advance guard of a larger force, is to protect the main body from surprise attack, develop the situation to protect the deployment of the main body, and fix the enemy's main body. The advance guard's responsibilities include the following:

- Provide security and early warning for the main body and facilitate its uninterrupted advance.

- Conduct reconnaissance to locate enemy forces along the battalion's axis of advance.
- Conduct actions on contact to retain freedom of maneuver for the battalion.
- Call for indirect fires to impede or harass the enemy.
- Destroy enemy reconnaissance elements.
- Find, fix, or contain enemy main body to retain freedom of maneuver for the battalion.
- Bypass and report obstacles or act as the battalion support or breach force during breaching operations.

2-101. The composition of the advance guard depends on METT-TC factors. In open terrain, the guard may move mounted in restricted, close, complex, or the urban environment. In severely restrictive terrain Infantry maneuver with vehicles in the overwatch may be a better choice. The SBCT Infantry rifle company has the flexibility to accomplish this mission mounted or dismounted.

2-102. The advance guard is the battalion commander's main effort until the main body is committed; then priority of fires shifts to the main body. Each decision point (DP) should be based on the actions of the advance guard in some circumstances.

Flank and Rear Guard

2-103. Platoon-size elements from one of the SBCT rifle company serve as the flank guard for both the battalion and company. This is done through formation selection. Normally this element conducts a moving flank screen using alternating or successive bounds with squads or section. These elements remain at a distance from the main body. Flank security elements operate far enough out to prevent the enemy from surprising the main body with direct fires.

2-104. The company provides its own rear security, assisted by rapid forward movement, which gives the enemy less opportunity to react or reposition forces to attack the battalion. Units plan indirect fires on major flank and approaches to enhance security. Upon switching from a movement to contact to an attack, this platoon will normally conduct follow and support of the main body.

MAIN BODY

2-105. The combat elements of the main body are prepared to deploy and maneuver rapidly to a DP in the AO to destroy the enemy. The main body keys its movement to the advance guard. It maintains information of the advance guard's activities via FM crosstalk or digital communication, primarily FBCB2. The main body, remaining attuned to the advance guard's situation, provides responsive support when the advance guard is committed.

2-106. Tasks the company can perform within the main body include the following:

- Find, fix, defeat, destroy, or contain the enemy's main body, followed by an assault on the enemy force or initiate exploitation.
- Execute a course of action to defeat or destroy designated enemy main body elements.

2-107. The use of standard formations and battle drills allows the battalion commander, using the information available to him through the Army Mission Command System (AMCS), to shift combat power rapidly in the AO. Companies employ the appropriate movement techniques within the battalion formation. Company commanders, based on their knowledge of the commander's intent and their own SA, anticipate the battalion commander's decisions for commitment of the main body and plan accordingly.

CONTROL MEASURES

2-108. The task usually starts from a line of departure (LD) at the time specified in the OPORD. The commander controls the movement to contact by using phase lines, contact points, target reference points (TRPs), and checkpoints as required. Soldiers should be mindful of surface danger zones of their weapon systems to prevent friendly fire or collateral damage. The commander controls the depth of the movement to contact by using a limit of advance (LOA) or a forward boundary. The commander could designate one or more objectives to limit the extent of the movement to contact and orient the force. However, these are often terrain-oriented and used only to guide movement. Although a movement to contact may result in

taking a terrain objective, the primary focus should be on the enemy force. The commander should plan some other type of offensive action if he has enough intelligence to locate significant enemy forces.

2-109. Company commanders use positive control over maneuver units, coupled with battle drills and formation discipline. The commander can designate a series of phase lines that can successively become the new rear boundary of the forward security elements as that force advances. Each rear boundary becomes the forward boundary of the main body and shifts as the security force moves forward. The rear boundary of the main body designates the rear security element's limit of responsibility. This line shifts as the main body moves forward.

PLANNING A MOVEMENT TO CONTACT

2-110. Planning a movement to contact allows for flexibility and promotes subordinate initiative. Developing the concept of the operation needs to have an emphasis on ultimate control of the objective, and conducting a reverse planning sequence from the objective to the LD. This is accomplished by issuing a clear commander's intent, developing a simple concept of operations, and developing a series of decision points to execute maneuver options. Units place increased emphasis on developing an aggressive and flexible information collection effort that is linked to the commander's priority intelligence requirement (PIR) focusing on locating and identifying the enemy's strength, disposition, and activities.

2-111. The commander conducts information collection tasks to determine the enemy's location and intent while conducting security operations to protect the main body. This includes the use of available air assets, manned and unmanned. This enables the main body to focus on planning and preparation, to include rehearsals of: hasty attacks, bypass maneuvers, and hasty defenses. The plan addresses actions anticipated by the commander based on available intelligence and the conduct of meeting engagements and other anticipated battle drills.

PREPARING FOR A MOVEMENT TO CONTACT

2-112. The preparations for a movement to contact are the same as those for an attack. To avoid redundancy see the appropriate paragraph of Section VI, Attack, of this chapter for more information on this subject.

EXECUTING A MOVEMENT TO CONTACT

2-113. Each element of the force synchronizes its actions with adjacent and supporting units, maintaining contact and coordination as prescribed in orders and unit SOP. This section discusses executing a movement to contact using the sequence of the offense discussed in Section II of this chapter.

GAIN AND MAINTAIN ENEMY CONTACT

2-114. The commander conducts reconnaissance by using all available information collection assets to find the enemy's location and dispositions. Sensors alone cannot confirm the exact disposition and location of all enemy forces. Infantry should dismount their vehicles prior to the last known point of enemy detection. This ensures that the commander can commit friendly forces under optimal conditions. The commander uses all available sources of combat information and intelligence reports to find the enemy's location and dispositions.

DISRUPT THE ENEMY

2-115. Once contact is made, the main body brings overwhelming fires onto the enemy to prevent him from conducting either a spoiling attack or organizing a coherent defense. The security force maneuvers as quickly as possible to find gaps in the enemy's defenses. The commander gathers as much information as possible about the enemy's dispositions, strengths, capabilities, and intentions. As more intelligence becomes available, the main body attacks to destroy or disrupt enemy command and control centers, fire control nodes, and communication nets.

2-116. The Stryker vehicles should maneuver to positions out of enemy contact to engage repositioning enemy forces or support the dismounted force with direct fire, CASEVAC, mission command capabilities, or remounting their vehicles.

FIX THE ENEMY

2-117. The commander initiates maneuver at a tempo the enemy cannot match since success in a meeting engagement depends on effective actions on contact. The techniques the commander employs to fix the enemy when both forces are moving are different than those employed when the enemy force is stationary during the meeting engagement. The SBCT Infantry commander has the organic assets of MGS, ICVs, Infantry, mortar section, and sniper team to use in order to fix the enemy through maneuver.

MANEUVER

2-118. The commander quickly maneuvers his main body to a position of advantage to conduct a penetration or envelopment if the security force cannot overrun the enemy with a frontal attack. He uses his mission command systems to deploy and direct his forces before the enemy can react effectively or reinforce. The commander attempts to defeat the enemy in detail while still maintaining the momentum of his advance. The main body commander resumes the movement to contact after a successful attack. If he did not defeat the enemy, he has three main options—bypass, transition to a more deliberate attack, or conduct a defense.

2-119. The company commander maneuvers his main body elements rapidly to the vicinity of the contact. The intent is to deliver the assault before the enemy can deploy or reinforce his engaged forces. The commander masses effects of organic and augmented assets on the enemy to maneuver forces on attacking the enemy's flanks and rear before the enemy can counter these actions. He avoids piecemeal commitment of squads and platoons until he can seize the initiative and maintain it throughout the attack. The commander uses the security force to fix the enemy while the main body maneuvers to look for an assailable flank or he uses the main body to fix the enemy while the security force finds the assailable flank.

FOLLOW THROUGH

2-120. The unit transition back into a movement to contact and continues to advance if the enemy is defeated. The movement to contact terminates when the unit reaches the final objective or limit of advance or it transitions to a more deliberate attack, defense, or retrograde.

SEARCH AND ATTACK

2-121. Search and attack is a decentralized movement to contact, requiring multiple, and coordinated reconnaissance patrols to locate and destroy the enemy. It is most often used when operating within noncontiguous areas of operation during a small scale contingency (SSC). The SBCT Infantry battalion conducts this form of the movement to contact to destroy enemy forces, deny the enemy certain areas, to protect the force, or for information collection. Execution of the search-and-attack will typically be by company-sized elements in battalion-sized AOs. This is based on their speed with the mobility of the Stryker vehicle and flexibility of their organic task organization primarily in the SBCT Infantry rifle companies. The SBCT may task its subordinate units to conduct the following missions:

- Locate enemy positions or habitually traveled routes.
- Destroy enemy forces within its capability, or fix and block the enemy until reinforcements arrive.
- Maintain surveillance of a larger enemy force through stealth until reinforcements arrive.
- Search urban areas.
- Secure military or civilian property or installations.

ORGANIZATION OF FORCES FOR A SEARCH AND ATTACK

2-122. The commander task-organizes the unit into reconnaissance, fixing, and finishing forces, each with a specific purpose and task. The size of the reconnaissance force is based on the available intelligence about the size of enemy forces in the AO. The nature of the operational environment sometimes requires an SBCT Infantry rifle company to conduct a search and attack while operating in a noncontiguous AO. The commander primarily employs ground forces when the enemy is operating with small, dispersed elements or when the task is to deny the enemy the ability to move within a given area.

Reconnaissance

2-123. The reconnaissance force conducts a zone reconnaissance to reconnoiter identified named areas of interest (NAIs). Once detection is made it is confirmed, preferably through visual contact. The reconnaissance force is small enough to achieve stealth, but large enough to provide adequate self-defense until the fixing and finishing forces arrive.

Fixing

2-124. The fixing force develops the situation, and then executes one of two options based on the commander's guidance and METT-TC. The first option is to block identified routes that the enemy can use to escape or to be reinforced. The fixing or support by fire force maintains contact with the enemy and positions its forces to isolate and fix him before the finishing force attacks. The second option is to conduct an attack to fix the enemy in his current position until the finishing force arrives. The fixing force can be a combination of MGS, ICVs, and Infantry that can be supported by the mortar section. The fixing force requires enough combat power to isolate the enemy once the reconnaissance force finds him. The fixing force attacks if that action meets the commander's intent and it can generate sufficient combat power against the enemy.

Finishing

2-125. The commander uses his finishing force to destroy the detected and fixed enemy during a search and attack. The SBCT Infantry rifle company has many organic assets to use in synchronization of maneuver with a combination of mounted, dismounted, and indirect. The SBCT Infantry rifle company finishes the enemy force in close combat using dismounted Infantry. They are supported by precision of crew served weapons on the remote weapons station, MGS, and mortar indirect fires from longer distances to isolate the objective, destroy a retreating force, or disrupt an enemy counterattack.

Control Measures for a Search and Attack

2-126. The commander establishes control measures that allow for decentralized actions and small-unit initiative to the greatest extent possible. The minimum control measures for a search and attack are an AO, TRPs, objectives, checkpoints, and contact points. The use of TRPs facilitates responsive fire support once the reconnaissance force makes contact with the enemy. The commander uses objectives and checkpoints to guide the movement of subordinate elements. Coordination points indicate a specific location for coordinating fires and movement between adjacent units. The commander uses other control measures, such as phase lines, as needed.

Planning a Search and Attack

2-127. Applying all of the warfighting functions, the commander conducts a search and attack for one or more of the following purposes:

- Destroy the enemy. Render enemy units in the AO combat-ineffective.
- Deny the area. Prevent the enemy from operating unhindered in a given area; for example, in any area he is using for a base camp or for logistics support.
- Protect the force. Prevent the enemy from massing to disrupt or destroy friendly military or civilian operations, equipment, property, and key facilities.
- Collect information. Gain combat information about the enemy and the terrain to confirm the enemy COA predicted as a result of the IPB process.

2-128. The search and attack plan places the finishing force, as the decisive operation, where it can maneuver to destroy enemy forces or essential facilities located by reconnaissance assets. Typically, the finishing force occupies a central location in the AO. However, the mission variables may allow the commander to position the finishing force outside the search and attack area. The commander allocates additional combat power to this decisive operation by using priority of fires and assigning priorities to available combat multipliers, such as engineer elements and helicopter lift support. The commander establishes control measures as needed to consolidate units and concentrate the combat power of the force before the attack. Once the reconnaissance force locates the enemy, the fixing and finishing forces can fix

and destroy the enemy force. The commander develops a contingency plan in the event that the reconnaissance force is compromised.

Execution of the Search and Attack

2-129. Each subordinate element operating in its own AO is tasked to destroy the enemy within its capability. The commander should have in place previously established control measures and communications means between any closing elements to prevent fratricide and friendly fire. The reconnaissance force conducts a zone reconnaissance to reconnoiter identified named areas of interest (NAIs)

Gain and Maintain Enemy Contact

2-130. Once the reconnaissance force finds the enemy force, the fixing force develops the situation and executes one of two options based on the commander's guidance and the mission variables of METT-TC. The first option is to block identified routes that the detected enemy can use to escape or rush reinforcements over. The fixing force maintains contact with the enemy and positions its forces to isolate and fix him before the finishing force attacks. The second option is to conduct an attack to fix the enemy in their current positions until the finishing force arrives. The fixing force attacks if that action meets the commander's intent and it can generate sufficient combat power against the detected enemy.

Disrupt the Enemy

2-131. The commander integrates direct and indirect fires, terrain, and obstacles to upset an enemy's formation or tempo, interrupt the enemy's timetable, or cause enemy forces to commit prematurely or attack in a piecemeal fashion. The force attempting to disrupt an enemy attacks the enemy with enough combat power to achieve desired results with one mass attack or sustain the attack, until it achieves the desired results. It may involve attacking the enemy force while it is still in its assembly areas or in an approach march before it can deploy into a combat formation.

Fix the Enemy

2-132. If conditions are unfavorable for using the finishing force or the main body to attack the detected enemy, the reconnaissance or the fixing force can continue to conduct reconnaissance and surveillance activities to further develop the situation. Whenever this occurs, the force maintaining surveillance avoids detection and possible enemy ambushes.

Maneuver

2-133. The finishing force may move behind the reconnaissance and fixing forces, or it may locate at a PZ and air assault into a LZ near the enemy once he is located. The finishing force or the main body is responsive enough to engage the enemy before he can break contact with the reconnaissance force or the fixing force. The commander provides additional mobility assets so the finishing force and main body can respond within that timeframe.

2-134. The commander may have the finishing force or the main body established in an area ambush and use the reconnaissance and fixing forces to drive the enemy into the ambushes.

Follow Through

2-135. After the search and attack the commander transitions to the appropriate task; continuing offensive tasks, defensive tasks or stability tasks.

CORDON AND SEARCH

2-136. A common tactical mission during operations focused on stability tasks is a cordon and search. The purpose of cordon and search is to obtain weapon caches, materiel or information, a specific high-value target, or persons of interest. Biometric identity data collection enables cordon and search mission by identifying the persons of interest. A cordon and search involves two processes—limiting freedom of movement and searching dwellings. These two actions have the potential to produce negative consequences; therefore, organizing cordon and search elements requires extensive mission tailoring. Commanders are prepared for a civil disturbance. (Refer to ATP 3-06.20 for more information.)

2-137. Searches are an important aspect of populace and resource control. The need to conduct search or to employ search procedures is a continuous requirement. A search can orient on people, materiel, buildings, or terrain. A search usually involves both civil police and Soldiers.

2-138. Cordon and search involve isolating the target area and searching suspected buildings to capture or destroy possible insurgents or contraband. It involves the emplacement of a cordon, or security perimeter, to prevent traffic in and out of the area. The cordon permits the search element to operate unimpeded within the secured area. The Stryker vehicle provides a means of establishing traffic control points by using its size to block high speed avenues of approach. When paired with another Stryker vehicle at a point it can provide coverage on both inner and outer cordon security. The remote weapon system (RWS) allows the vehicle to engage targets at a distance or in buildings. The top hatches on the rear of the vehicle allow additional personnel to provide security from a protected position. The vehicles themselves are vulnerable to dismounted attacks in close proximity and benefit greatly when protected by dismounts.

2-139. There are two cordon and search techniques: cordon and kick, and cordon, knock, and ask. The cordon and search method selected to accomplish the mission is dependent on a number of factors. The primary consideration is to capture the designated personnel, site, or equipment. Additional factors such as the enemy threat, local populace support, and HNSF capabilities are taken into account during operation planning.

- Cordon and kick. The cordon and kick method is used to maintain speed, surprise, and timeliness during entry to the target within the objective. In this instance, considerations of population perceptions and integration of HNSF are less important than accomplishing the task(s) of capturing the target individual, site, or equipment. Proper safety precautions will need to be strictly followed. The Infantry platoon can also conduct a dynamic breach with use of demolitions and engineers or conduct entering and clearing techniques through available entry points of the buildings. The MGS vehicle can provide a means for creating a breaching point in a target building if ROE allows.
- Cordon, knock, and ask. If the mission is focused on increasing the legitimacy of the host nation (HN) government and security forces, it may be necessary to sacrifice a degree of surprise and timeliness to achieve that goal. In this instance, the unit focuses on maintaining a presence and control of an area by incorporating local authorities into the mission.

ORGANIZATION OF FORCES FOR A CORDON AND SEARCH

2-140. A cordon and search requires four elements to perform the major tasks—a command element, a security element, a search and assault element, and a support element. The security element sets up the cordon, which usually comprises an outer cordon “ring” and an inner cordon “ring.” The search and assault element is the decisive operation and will clear and search suspected buildings to capture or destroy insurgents or contraband. The support element may be the reserve, provide support by fire, and be prepared to perform the other cordon and search tasks.

Command Element

2-141. The command element is the headquarters, usually from a battalion, that executes mission command for the cordon and search mission and may have several combat multipliers attached. Frequently, the commander is given a variety of assets to assist him in accomplishing his mission. Ideally, the commander task-organizes his assets and maintains control of no more than three to five elements. Subordinate command elements, such as company headquarters, can provide mission command functions for efforts if the force has more than three to five elements.

2-142. The location of the command element provides the ability to control the subordinate teams and supporting assets of the cordon and search mission. The ability to observe the search and assault element generally causes the command element to collocate with the inner cordon. Visibility and communications capability are deciding factors in identifying the best location for the command element during the actual mission.

2-143. The command element may be only a commander and a radio operator, or may include security vehicles, interpreters, host nation officials, or local authorities. The command element remains mobile and able to move to any point within the cordon and search operation to ensure coordination of all elements and

supporting assets. When HN forces or authorities are involved in the operation, the command element coordinates with them and integrates them as identified during the planning phase of the operation. Operation and communications security is the guiding principle when conducting unified action with HN forces.

2-144. The command element is the single point of coordination for supporting assets and for status reporting to higher headquarters. The command element is a critical component of the cordon and search operation so an alternate element is designated in the event it becomes combat ineffective. The command element ensures that all actions are documented when necessary and that the rules of engagement are followed. The command element monitors the documentation, security, and transport of every person detained. The command element ensures that damage caused during the cordon and search is documented to identify legitimate future claims by the occupants of the target.

Security Element

2-145. The security element's primary task is to isolate the target area. The security element limits enemy or civilian influence in the objective area and prevents targets from escaping the cordon. It is usually comprised of a Stryker Infantry rifle platoon. It can be task-organized with sniper, MGS, and mortar section to assist with isolating the target area. They may have to use multiple avenues of approach and operate decentralized to accomplish their mission. They may have to establish multiple blocking positions and observation posts and conduct patrols to isolate the target area. The security element may include—

- Vehicle-mounted sections or platoons.
- Interpreter(s).
- Detainee teams.
- Crowd control teams.
- Traffic control points or blocking positions.
- HNSF (military or police).
- Integrated aviation assets.
- Infantry squads or platoons.
- Female search teams.
- Small unmanned ground vehicles (SUGV) to assist in searches.
- Nonlethal munitions (for example, rubber pellets, bean bag rounds, and tear gas.) for crowd control.
- Biometric identify data collection team.

2-146. The execution of the outer cordon mission is an integral part of the security element in any cordon and search mission. The outer cordon isolates the objective area and prevents enemy or civilian influence. As such, it requires detailed planning, coordination, integration, and synchronization to achieve the combined arms effects, lethal and nonlethal, required for mission execution. Some considerations for the outer cordon include—

- Vehicles for traffic control points or blocking positions.
- Fire planning and coordination.
- Overwatch positions.
- Aviation assets to observe target area and inform outer cordon if vehicles or persons leave the target area. Constant communication between the aviation element and the outer cordon facilitate the isolation of the target area.
- An initial detainee collection point for the receipt and temporary holding of detainees.
- An initial material collection point for consolidation of captured material.

2-147. Each subordinate outer cordon element (traffic control point, blocking position) has a designated leader and a clear task and purpose. Weapons systems to consider for outer cordon positions are primarily ICV and MGS variants with RWS, crew-served weapons, javelin with the command launch unit (CLU), and snipers or designated marksman. Keeping dismounts in close proximity and to the rear of the vehicles increase their security.

2-148. The leader of the outer cordon element develops and maintains SA of his area of responsibility and the areas of the inner cordon and the search elements. This enables him to anticipate threat activity, control direct and indirect fires, and facilitate the achievement of the outer cordon's task and purpose. Aviation assets, communications systems, and reporting procedures are implemented to facilitate SA for the entire element.

Search and Assault Element

2-149. The search and assault element's mission is to assault, clear, and search the objective to capture, kill, or destroy the targeted individuals or materials. The search and assault is one or more Stryker Infantry rifle platoons. An MGS vehicle can be task-organized to this element to create a breach point or provide support by fire (See Appendix A for more information). The search and assault element initiates action once the outer and inner cordons are in place. The element accomplishes its mission by gaining a foothold on or in the target to clear all enemy and noncombatant personnel, and by conducting a systematic search of the target areas. These areas may be searched selectively (only specific rooms, buildings, or blocks) or systematically (everything within a given area). Due to the split-second decisions that have to be made, it is imperative that this element thoroughly understands the ROE and can execute in a dynamic environment.

2-150. To accomplish its mission the search and assault element has three primary tasks—securing, clearing, and searching the target. The search and assault element may be task-organized into four teams—assault, search, security, and support to facilitate accomplishing its mission. All of these teams understand and prepare to assume the role of the other teams in the search and assault element.

Site Exploitation

2-151. Site exploitation (SE) is systematically searching for and collecting information, material, and persons from a designated location and analyzing them to answer information requirements, facilitate subsequent operations, or support criminal prosecution.

- Primarily, SE is a means of gathering information that supports the intelligence process. Three purposes for SE are—
 - To answer information requirements (usually commander's critical information requirements [CCIRs]).
 - To facilitate subsequent operations (already planned or not yet anticipated).
 - To facilitate criminal prosecution by host-nation or international authorities (related to war crimes).

2-152. SE missions may concentrate on one fundamental purpose or involve all three simultaneously. The purpose of the site exploitation should be considered throughout the commander's TLPs. The development of intelligence, through immediate analysis or off-site processing can enable the commander to target additional objectives. At the company level, many of the SE-related activities answer higher headquarters intelligence requirements.

2-153. The forces executing SE provide critical data for inclusion in the intelligence process which subsequently supports operations already planned or not yet anticipated. They identify information, materiel, and persons of interest; and collect, record, and preserve these items. After the mission is completed, they are debriefed by appropriate intelligence representatives, usually the battalion S-2 or the company COIST. The information (in any medium or form), material, or persons collected are processed by the appropriate agencies and analyzed to produce intelligence that will support ongoing or subsequent operations.

2-154. During stability tasks, units can use SE to gain intelligence that supports criminal prosecution by host-nation authorities. Clearly documenting the details surrounding the initial detention, preserving evidence and maintaining chain of custody are critical and aid in determining if further detention is warranted, classifying the detainee, developing intelligence, and prosecuting detainees suspected of committing criminal acts. Documentation should be detailed and answer the six Ws: who, what, when, where, why, and witnesses.

Support Element

2-155. The support element reinforces, and is capable of accomplishing, the task and purpose of the unit's decisive operation. This element is usually task-organized toward a specific purpose and can be comprised of any subordinate units with the SBCT Infantry rifle company. The commander may direct the support element to accomplish priority planning tasks. This means that the support element leader is intimately familiar with all aspects of the cordon and search mission from planning through its completion.

2-156. The commander identifies the tasks the support element needs to execute. These tasks are prioritized and given to the support element leader so he can plan and rehearse these actions according to the commander's plan. Probable tasks assigned to the support element during a cordon and search are as follows, but are not limited to—

- Reinforce outer and inner cordon.
- Clear buildings.
- Search buildings.
- Secure, safeguard, and escort civilians or detainees.
- Secure and safeguard captured material or equipment.
- Biometric identify data collection team.
- Pursues enemy elements that bypass or escape inner and outer cordon.

2-157. Commitment criteria is a guide to assist the commander in deciding when to commit the support element, but is not intended to be a trigger for employment. Possible commitment criteria are as follows:

- Hostile crowd forming around inner cordon.
- Loss of main effort.
- Numerous rooms in building being searched.
- More than a specified number of detainees.
- Enemy engages inner cordon.

CONTROL MEASURES FOR A CORDON AND SEARCH

2-158. The use of standard tactical control measures is essential to effective mission command over forces approaching and conducting cordon and search.

- Assembly areas. Assembly areas are the most convenient areas for staging a cordon and search due to the relative safety, size, and location. However, commanders assume that all friendly positions are under constant observation. If possible, position assembly areas in remote or separate areas or use multiple assembly areas to minimize any enemy surveillance efforts.
- Checkpoints. Checkpoints leading to the target and in the objective area are essential in ensuring that all units arrive at the target in the proper order and on time.
- Target Reference Points. Weapon orientation for crew served weapons is a key safety consideration. Surface danger zones will need consideration with the types of munitions potentially fired from the weapon systems particularly with MGS main gun, .50 cal and MK-19 if used. A method of orienting on check points and rally points as TRPs is also acceptable.
- Rally points. Rally points to and from the objective area allow for cordon and search elements to reorganize if units become engaged, lost, have vehicle trouble, or lose communications during ingress and egress from the target.
- Phase lines. Phase lines (PLs) are helpful in controlling cordon and search elements that are approaching the target from different directions or at different times.

2-159. Techniques for cordon and search success are as follows:

- Position key leaders so that they can see and control all subordinate elements.
- Position key assets such as crew-served weapons and interpreters at the critical locations.
- Be prepared to move leadership and support assets from one location to another during mission execution or as needed.

- When executing searches and biometrics identity data collection, position vehicles and personnel to be searched so that the security element's sectors of fire face to the outside of the friendly element and away from noncombatants.
- Keep the bulk of the forces within the perimeter so that if the situation escalates they are essentially in a battle or support by fire position.
- Ensure that all personnel understand the direct fire plan and any contingency plans. For example—
 - What actions to take in the event a vehicle penetrates a traffic control point (TCP) from outside the established perimeter.
 - Who engages and with what weapons systems.
 - When to cease fire, and what signal to use for cease fire.

PLANNING A CORDON AND SEARCH

2-160. Commanders consider numerous factors when planning and preparing for a cordon and search. Commanders apply the same steps used in TLP's, applying the warfighting functions as discussed in Chapter 1. When the objective of the cordon and search is a high-payoff target (HPT), the planning time can be extremely limited between when a SBCT Infantry rifle company receives the mission from higher headquarters and when it actually executes the mission. Planning time may require planning by key leaders of all the elements and accelerated TLPs due to the complexity of the mission and the many assets task-organized to support the operation. As in all cases, the quality of the intelligence associated with METT-TC is critical. In particular, the "civil considerations" variable of METT-TC should be specifically considered, and interpreters and biometric tactical collection devices and operators (to positively identify or verify an HVI) should be added, as required. (See figure 2-15 on page 2-39.)

PREPARING A CORDON AND SEARCH

2-161. A search can orient on people, material, buildings, or terrain. It often involves civil police and Soldiers. Authority for search has to be carefully reviewed. Military personnel perform searches only in areas of military jurisdiction (or where otherwise lawful). They conduct searches only to apprehend suspects or to secure evidence to an offence. Collection of biometric identity data enables the identification or verification of people.

2-162. Soldiers record and maintain the chain of custody for the seizure of contraband, evidence, captured enemy or detainee documents, weapons, and materiel, supplies, or other items for the seizure to be of legal value. Search teams have detailed instructions for handling controlled items. Lists of prohibited or controlled distribution items should be widely disseminated and on hand during searches. The unit contacts military or civil police who work with the populace and the resource control program before the search begin. Units consider the effect of early warning on the effectiveness of their search.

2-163. A unit conducts search at a pace to help ensure an effective search, but rapidly enough to prevent the enemy from reacting to the search. Soldiers use only the necessary force to eliminate any resistance encountered. There should be plans for securing the search area (establishing a cordon) and for handling detained personnel.

EXECUTING A CORDON AND SEARCH

2-164. Cordon and search involves isolating the target area and searching suspected buildings to capture or destroy possible insurgents or contraband.

2-165. An effective cordon is critical to the success of the search effort. Cordons are designed to prevent persons of interest from escaping, prevent insurgents from reinforcing, and protect the forces conducting the operation. Based on factors of METT-TC, the SBCT Infantry rifle company can establish an inner cordon and an outer cordon. A mounted SBCT Infantry rifle company is best suited to provide the outer cordon given its mobility and armaments. Both cordon elements emphasize on inward and outward for security purposes. (See figure 2-15 on page 2-39.)

2-166. The outer cordon's composition and capabilities should be based on METT-TC. The mission of the outer cordon is to provide containment and prevent a high-value target (HVT) from escaping the

objective area. The outer cordon may have to accomplish this task by being more terrain-oriented to reemphasize on the most probable avenues of approach into and out of the objective area. The outer cordon can be tasked to block specific locations and prevent escape from inside and interference from outside of the objective area.

2-167. The mission of the inner cordon is to contain the immediate vicinity of the target to prevent escape and provide security to the search and assault element. If the cordon and search is opposed by a hostile force, the inner cordon provides SBF. The inner cordon provides direct fires to suppress the enemy force and allow maneuver of the search and assault element to the objective.

2-168. Due to the congested nature of the urban environment, direct fire control measures can be complicated. One proven technique is for the unit to number buildings, letter building corners, and number floors. This way, a request for immediate direct fire suppression can be specific and the risk of collateral damage, and fratricide is reduced. The fire command can be, "IMMEDIATE SUPPRESSION, TWO PERSONNEL WITH WEAPONS, BUILDING 23, SIDE A-B, SECOND FLOOR, SECOND WINDOW, FIRE WHEN READY". Fires are precise and accurate as opposed to high volume because of the condensed and compressed nature of the physical area.

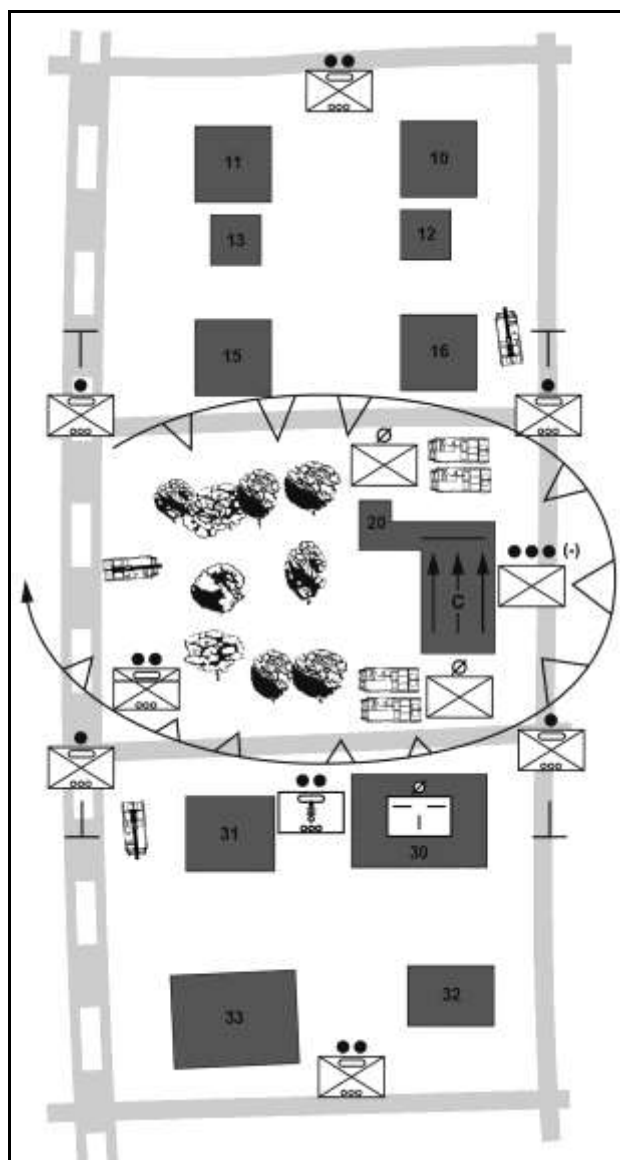


Figure 2-15. Establishment of a cordon

SECTION III – ATTACK

2-169. An *attack* is an offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both (ADRP 3-90). An attack is a primary offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both. (Refer to FM 3-90-1 for more information.)

2-170. The primary difference between a deliberate and a hasty attack is the extent of planning and preparation that the attacking force conducts. At one end of the continuum, the SBCT Infantry rifle company launches hasty attacks as a continuation of a meeting engagement to exploit a combat power advantage and to preempt enemy actions. At the other end of the continuum, the SBCT Infantry rifle company conducts a deliberate attack from a reserve position or assembly area with detailed knowledge of the enemy, a task organization designed specifically for the attack, and a fully rehearsed plan. Most attacks fall somewhere between the two ends of the continuum.

2-171. The commander conducts a deliberate attack against a strong enemy position. As the company prepares for the attack, the enemy continues to strengthen his position. A deliberate attack is a fully synchronized mission that employs every available asset against the enemy defense. It is characterized by a high volume of planned fires, use of major supporting attacks, forward positioning of resources needed to maintain momentum, and operations throughout the depth of enemy positions. Deliberate attacks follow a preparatory period that includes planning, reconnaissance, coordination, positioning of follow-on forces and reserves, preparation of troops and equipment, rehearsals, and operational refinement.

2-172. The commander conducts a hasty attack during movement to contact, as part of a defense, or when he determines that the enemy is in a vulnerable position and can be quickly defeated. The SBCT Infantry rifle company usually conducts a hasty attack immediately, with available resources. This type of attack may cause the attacking force to lose a degree of synchronization. To minimize this risk, the commander maximizes use of standard formations and well-rehearsed, thoroughly understood battle drills and SOPs. A hasty attack often is the preferred option during continuous operations. It enables the commander to maintain the momentum while denying the enemy the time needed to prepare his defenses.

ORGANIZATION OF FORCES

2-173. Once the commander determines the scheme of maneuver, the commander task-organizes the force to ensure he has enough combat power to accomplish its mission. The commander organizes into a security force, a main body, and a reserve, all of which are supported by some type of sustainment organization. The commander should complete any changes in task organization in time to allow units to conduct rehearsals with their attached and supporting elements.

SECURITY FORCES

2-174. Under normal circumstances, the commander resources dedicated security forces during an attack only if the attack will uncover one or more flanks or the rear of the attacking force as it advances. In this case, the commander designates a flank or rear security force and assigns it a guard or screen mission, depending on the mission variables and factors of METT-TC. The security force can be comprised of a platoon, section, or squad, attached with the sniper team.

MAIN BODY

2-175. The commander organizes the main body into combined arms formations to conduct the decisive operation and necessary shaping operations. The commander aims the decisive operation toward the immediate and decisive destruction of the enemy force, its will to resist, seizure of a terrain objective, or the defeat of the enemy's plan. The maneuver scheme identifies the decisive operation. All of the force's available resources operate in concert to assure the success of the decisive operation. The subordinate unit or units designated to conduct the decisive operation can change during the course of the attack. The commander designates an assault, breach, and support force if the commander expects to conduct a breach during the attack. The assault force is primarily made of Infantry. The breach force can be a combination of Infantry, combat engineers (when augmented), or MGS depending on the obstacle. The support force is usually comprised of MGS, the mortar section, and ICV's using crew served weapons. Infantry can be used to provide local security for the Stryker vehicles in the support force.

2-176. If it is impractical to determine when or where the echelon's decisive operation will be, such as during a hasty attack, the commander retains flexibility by arranging forces in depth, holding out strong reserves, and maintaining centralized control of long-range fire support systems. As soon as the tactical situation develops to allow the commander to designate the decisive operation, the commander focuses available resources to support that decisive operation. Enemy actions, minor changes in the situation, or the lack of success by other elements cannot be allowed to divert either forces or their effects from the decisive operation (FM 3-90-1).

RESERVE

2-177. The commander uses the reserve to exploit success, defeat enemy counterattacks, or restore momentum to a stalled attack. For a company mission, this would usually be a squad-size force. For a battalion mission, it usually is a platoon size element. Once committed, the reserve's actions normally become or reinforce the echelon's decisive operation, and the commander makes every effort to

reconstitute another reserve from units made available by the revised situation. Often the commander's most difficult and important decision concerns the time, place, and circumstances for committing the reserve. The reserve is not a committed force; it is not used as a follow and support force, or as a follow and assume force. The commander decides what type of reserve force is best suited according to METT-TC when using SBCT units. The reserve can be comprised of MGS, Infantry squads with Stryker vehicles or combination of.

2-178. In the attack, the combat power allocated to the reserve depends primarily on the level of uncertainty about the enemy, especially the strength of any expected enemy counterattacks. The commander only needs to resource a small reserve to respond to unanticipated enemy reactions when detailed intelligence about the enemy exists. When the situation is relatively clear and enemy capabilities are limited, the reserve may consist of a small fraction of the command. When the situation is vague, the reserve may initially contain most of the commander's combat power (FM 3-90-1).

SUSTAINMENT ORGANIZATION

2-179. The commander resources his sustainment assets to support the attacking force. The commander organizes the supporting sustainment and other logistics assets into combat and field trains and they are overseen by the ISG.

CONTROL MEASURES FOR AN ATTACK

2-180. Units conducting offensive tasks are assigned an AO within which to operate. Within the AO the commander designates the following control measures regardless of whether the attack takes place in a contiguous environment or a noncontiguous environment:

- AOs for all pertinent battalion level and below subordinate, adjacent, host-nation, or allied forces within the operating area.
- PL as the LD, which also may be the line of contact (LC).
- Time to initiate the mission.
- Objective.

2-181. The commander can use any other control measures necessary to control the attack. Short of the LD and LC, the commander may designate assembly areas and attack positions where the unit prepares for offensive tasks or waits for the establishment of the required conditions to initiate the attack. Beyond the LD and LC, the commander may designate checkpoints, PLs, probable line of deployment (PLD), assault positions, direct fire control measures, and fire support coordination measures. A final coordination line (FCL), assault positions, SBF, and attack by fire positions, and time of assault to further control the final stage of the attack can be used between the PLD and the objective. Beyond the objective the commander can impose an LOA if the commander does not want the unit to conduct exploitation or a pursuit (FM 3-90-1).

PLANNING AN ATTACK

2-182. Friendly forces seek to place the enemy in a position where the enemy can easily be defeated or destroyed in an attack. The commander seeks to keep the enemy off-balance while continually reducing the enemy's options. In an attack the commander focuses movement and maneuver effects, supported by the other warfighting functions, on those enemy forces that seek to prevent the unit from accomplishing its mission and seizing its objective. Planning helps the commander synchronize the effects of combat power through TLPs. (Refer to ADP 5-0 for more information).

MISSION COMMAND

2-183. The commander states the desired effect of fires on the enemy weapons systems, such as suppression or destruction, as part of his planning process. The commander assigns subordinate units their missions and imposes the control measures needed to synchronize and maintain control over the operation. He plans redundant forms of communication to his subordinate units to facilitate quick and timely responses to adjustments to the plan. These forms of communication will often change between voice, digital, and visual signals as phases of the operation are completed.

2-184. The commander determines the probable LC and enemy trigger lines using the enemy situational and weapons templates previously developed. As the commander arrays subordinate elements to shape the AO, friendly weapons systems are matched against the enemy's to determine the PLD. Once the commander determines the PLD, he establishes how long it takes subordinates to move from the LD to the PLD and any support-by-fire positions the attack requires. The commander establishes when and where the force maneuvers into enemy direct-fire range.

2-185. Every attack plan contains provisions for exploiting success or any advantages that may arise to accomplish the mission. The commander exploits success by aggressively executing the plan, promoting subordinate leader initiative, and using units that can rapidly execute battle drills.

MOVEMENT AND MANEUVER

2-186. In the plan of attack, the commander seeks to surprise the enemy by choosing an unexpected direction, time, type, or strength for the attack and by exploiting the success of military deception operations. Surprise delays enemy reactions, overloads and confuses enemy mission command, induces psychological shock in the enemy, and reduces the coherence of the enemy defense. The commander achieves tactical surprise by attacking in bad weather and over seemingly impassible terrain, conducting feints and demonstrations, maintaining a high tempo, destroying enemy forces, and employing sound operations security (OPSEC). The commander plans different attack times for the decisive and shaping operations to mislead the enemy and allow the shifting of supporting fires to successive attacking echelons. However, simultaneous attacks provide a means to maximize the effects of mass in the initial assault. They prevent the enemy from concentrating defensive fires against successive attacks.

2-187. When planning an attack, the commander and subordinate leaders focus on the routes, formations, navigational aids, dismount locations, or dismount criteria they will use to traverse the ground from the LD or PD to the objective. Some terrain locations may require the attacking unit to change its combat formation, direction of movement, or movement technique when it reaches those locations. SBCT commanders need to consider how and where they will use the MGS platoon in the attack. This includes the MGS task organization with techniques of keeping them pure with company commander control, assigning a squad for their additional protection, task organizing one or all MGS vehicles to support each of the infantry platoons. The unit can post guides at these critical locations to ensure maintaining control over the movement (FM 3-90-1).

INTELLIGENCE

2-188. The commander needs to have detailed knowledge of the enemy's organization, equipment, and tactics to employ his capabilities and tactics. The commander needs to understand the enemy's strengths and weaknesses. The COIST aids the commander with these tasks.

2-189. The commander cannot conduct a deliberate attack if he does not have good intelligence and, therefore, does not know where most of the enemy's units and systems are located. The attacking unit can conduct a movement to contact, a hasty attack, or conduct additional information collection.

FIRES

2-190. The planning process synchronizes the unit's maneuver with the provision of fire support. It identifies critical times and places where the commander needs the maximum effects from fire-support assets and direct fire assets to include the MGS platoon and the company mortar section. The commander combines maneuver with fires to mass effects, achieve surprise, destroy enemy forces, and obtain decisive results.

2-191. Company commanders will often find themselves as the observer (and executor) of battalion fires. Understanding how to echelon fires is critical for the indirect fire plan to be effectively synchronized with the maneuver plan. The purpose of echeloning fires is to maintain constant fires on a target while using the optimum delivery system to the point of its risk-estimate distance in combat operations or minimum safe distance in training. Echeloning fires provides protection for friendly forces as they move to and assault an objective, allowing them to close with minimal casualties. It prevents the enemy from observing and engaging the assault by forcing the enemy to take cover, allowing the friendly force to continue the advance unimpeded.

2-192. The commander's attack criteria goal is to concentrate fires on seizing the initiative. The commander emphasizes simple and rapidly integrated fire support plans. This is done using quick-fire planning techniques and good SOPs. The commander integrates fire assets as far forward as possible in the movement formation to facilitate early emplacement. Fires concentrate (mass) on forward enemy elements to enable maneuver efforts to close with the enemy positions.

SUSTAINMENT

2-193. *Sustainment* is the provision of the logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADRP 4-0). The commander plans, along with the XO and ISG, to provide sustainment to ensure freedom of action, extend operational reach, and prolong endurance. The sustainment plan includes medical evacuation (MEDEVAC) and CASEVAC, vehicle recovery, and resupply during the execution and consolidation and reorganization phase of the attack. This plan must synchronize with the movement and maneuver so that actions taken in the event of a casualty, loss of vehicle, or critical item do not compromise the mission or retask combat power.

PROTECTION

2-194. Protection facilitates the commander's ability to maintain the force's integrity and combat power. It determines the degree to which potential threats can disrupt operations and counters or mitigates those threats. Emphasis on protection increases during preparation and continues throughout execution. Protection is a continuing activity; it integrates all protection capabilities to safeguard bases, secure routes, and protect forces.

PREPARING AN ATTACK

2-195. Attacks are best organized and coordinated in assembly areas. If the commander decides that rapid action is essential to retain a tactical advantage he may opt not to use an assembly area. Detailed advance planning, combined with effective communications, SOP, and battle drills, reduces negative impacts of such a decision.

2-196. Unless already in an assembly area, the attacking unit moves into one during the preparation phase. The unit moves with as much secrecy as possible, normally at night, and along routes that prevent or degrade the enemy's capabilities to visually observe or otherwise detect the movement. It avoids congesting its assembly area and occupies it for the shortest length of time possible. Each unit is responsible for its own security activities, such as local ground security, while in the assembly area.

2-197. The attacking unit should continue its TLPs and priorities of work to the extent the situation and mission allow before moving to attack positions. These preparations include, but are not necessarily limited to—

- Protecting the force.
- Conducting task organization.
- Performing reconnaissance.
- Refining the plan and updating mission data into mission command systems.
- Briefing the troops.
- Conducting rehearsals, to include test firing of weapons.
- Moving sustainment and medical support forward.
- Promoting adequate rest for both leaders, and Soldiers.
- Positioning the force for subsequent action.

2-198. Leaders at all levels should conduct a reconnaissance of the actual terrain when it will not compromise operational security or result in excessive risk to the unit leadership as part of TLPs. Modern information systems and reconnaissance assets enable leaders to conduct a virtual reconnaissance when a physical reconnaissance is not practical. If a limited-visibility attack is planned, they should reconnoiter the terrain at night (FM 3-90-1).

REHEARSALS

2-199. The commander exercises and refines the maneuver, fire, and sustainment plans during rehearsals, which are an important part of ensuring the plan's coordination and synchronization. As part of the rehearsal process, the commander reviews his decision points and the anticipated battle sequence with subordinate leaders, ensuring all units understand the plan, the relationship between fire and movement, and the synchronization of critical events. These critical events include—

- Actions on the objective.
- Reconnaissance handover.
- Moving from the assembly area to the LD.
- Maneuvering from the LD to the PLD, to include dismount points.
- Occupying support-by-fire positions.
- Conducting the breach or gap crossing if applicable.
- Consolidating on the objective.
- Exploiting success or pursuing a withdrawing enemy.
- Actions of echelon reserves.
- Resupply operations.

2-200. The unit should conduct rehearsals under as many types of adverse conditions as possible, with time and other restraints, to identify and prepare the unit to cope with problems. At lower tactical echelons, the rehearsal includes battle drills, such as creating lanes through minefields, react to contact, loss of communications, CASEVAC, and so forth.

EXECUTING AN ATTACK

2-201. A series of advances and assaults by attacking units until they secure the final objective characterizes the attack. Commanders at all levels use their initiative to rapidly shift their main effort between units to take advantage of opportunities and momentum that ensure the enemy's rapid destruction. Attacking units move as quickly as possible following reconnaissance elements or successful probes through gaps in the enemy's defenses. They shift their strength to reinforce success and carry the operation deep into the enemy's rear.

2-202. Stryker Infantry rifle companies conduct attacks after analyzing information about the enemy through reconnaissance, maneuvering to a dismount point, deploying its Infantry, and initiating contact with enemy forces from a place of tactical advantage.

2-203. The commander does not delay the attack to preserve the alignment of subordinate units or to adhere closely to the preconceived plan of attack. He avoids becoming so committed to the initial plan that opportunities are neglected. He is mentally prepared to abandon failed attacks and to exploit any unanticipated successes or enemy errors by designating another unit to conduct the decisive operation in response to the changing situation (FM 3-90-1).

GAIN AND MAINTAIN ENEMY CONTACT

2-204. Gaining and maintaining contact with the enemy when he is determined to break that contact is vital to the success of offensive tasks. A defending enemy establishes a security area around his forces to make early contact with the attacking forces to determine their capabilities, intent, and chosen COA and to delay their approach. The enemy commander wants to use his security area to strip away friendly reconnaissance forces and hide his dispositions, capabilities, and intent. His goal is to compel the attacking force to conduct a movement to contact against his forces to determine the exact location of the attacking forces.

2-205. Stryker units gain and maintain contact through reconnaissance forward with sensors detecting the enemy and maneuvering to confirm or deny their presence. Information gained from reconnaissance is quickly shared through mission commands systems laterally and vertically throughout the SBCT to allow its combat units to maneuver and destroy the threat.

DISRUPT THE ENEMY

2-206. Disrupting one or more parts of the enemy weakens his entire force and allows the friendly commander to attack the remaining enemy force in piecemeal. The assessment and decisions regarding what to disrupt, when to disrupt, and to what end are critical.

2-207. Once any type of contact is made with the enemy, the commander wants to use the element of surprise to conduct shaping operations that strike at the enemy and disrupt both the enemy's combined arms team and his ability to plan and control his forces. Once this disruption begins, it continues throughout the attack.

FIX THE ENEMY

2-208. A primary purpose in fixing the enemy is to isolate the objective of the force conducting the echelons decisive operation to prevent the enemy from maneuvering to reinforce the unit targeted for destruction. The commander limits the options available to his opponent. Fixing an enemy into a given position or a COA and controlling his movements limit his options and reduce the amount of uncertainty in the AO.

2-209. Fixing the enemy is done with the minimum amount of force. The commander allocates the bulk of his combat power to the force conducting his decisive operation, so fixing is, by necessity, shaping operations that illustrate economy of force as a principle of war. Therefore, the commander carefully considers which enemy elements to fix and target only those that can significantly affect the outcome of the fight.

MANEUVER

2-210. The commander maneuvers his forces to gain positional advantage so he can seize, retain, and exploit the initiative. He avoids the enemy's defensive strength. He employs tactics that defeat the enemy by attacking through a point of relative weakness, such as a flank or the rear. The key to success is to strike hard and fast, overwhelm a portion of the enemy force, then quickly transition to the next objective or phase, thus maintaining the momentum of the attack without reducing the pressure. The commander considers the following to conduct maneuvers—

- Movement from the Line of Departure to the Probable Line of Deployment.
- Actions at the Probable Line of Deployment, Assault Position, or Final Coordination Line.
- Breaching.
- Actions on the Objective.
- Follow Through.

Movement from the Line of Departure to the Probable Line of Deployment

2-211. The unit transitions from troop movement to maneuver once it crosses the LD. It moves aggressively and as quickly as the terrain and enemy situation allow. It moves forward using appropriate movement techniques assisted by the fires of supporting units. Fire and movement are closely integrated and coordinated. Effective suppressive fires facilitate friendly movement, and friendly movement facilitates more effective fires. Whenever possible, the attacking unit uses avenues of approach that avoid strong enemy defensive positions, takes advantage of all available cover and concealment, and places the unit on the flanks and rear of the defending enemy. The unit uses obscurants to conceal its movement when cover and concealment are not available.

Actions at the Probable Line of Deployment, Assault Position, or Final Coordination Line

2-212. The attacking unit maintains the pace of its advance as it approaches its PLD. The attacking unit splits into one or more assault and support forces once it reaches the PLD, if not previously completed. All forces supporting the assault force should be in their support-by-fire positions before the assault force crosses the PLD. The commander synchronizes the occupation of these support-by-fire positions with the maneuver of the supported attacking unit to limit the vulnerability of the forces occupying these positions. The commander uses unit tactical SOPs, battle drills, prearranged signals, EAs, and TRPs to control the

direct fires from these supporting positions. The commander employs restricted fire lines between converging forces.

Breaching

2-213. Once the support force sets the conditions, the breach force reduces, clears, and marks the required number of lanes through the enemy's tactical obstacles to support the maneuver of the assault force. The commander identifies the conditions that allow the breach force to proceed to avoid confusion. From the PLD, the assault force maneuvers against or around the enemy to take advantage of the support force's efforts to suppress the targeted enemy positions. Successful obstacle breaching depends on effectively applying the breaching fundamentals of suppress, obscure, secure, reduce, and assault (SOSRA). (See chapter 7, section VIII, this publication for more information about breaching).

Actions on the Objective

2-214. The effects of the overwhelming and simultaneous application of fire, movement, and shock action characterize the final assault. This violent assault destroys or defeats and drives the enemy from the objective area. Small units conduct the final assault while operating under the control of the appropriate echelon CP.

2-215. The commander employs all fire support means to destroy and suppress the enemy and sustain the momentum of the attack. The commander improves the likelihood of success by carefully synchronizing the effects of indirect-fire systems and available CAS. Fires are planned in series or groups to support maneuver against enemy forces on or near the geographical objective. The assault element moves rapidly across the objective as the commander shifts artillery fires and obscurants from the objective to other targets. The support element does not allow its suppressive fires to lapse. These fires isolate the objective and prevent the enemy from reinforcing or counterattacking. They destroy escaping enemy forces and systems (FM 3-90-1).

Follow Through

2-216. The commander has two alternatives after seizing the objective—exploit success and continue the attack or terminate the offensive task. The most likely on-order mission is to continue the attack after seizing the objective. The commander continues TLP in preparation for any on-order missions assigned by a higher headquarters during consolidation.

2-217. Upon termination of the attack, the commander consolidates and reorganizes. He establishes a hasty defense on the limit of advance off the objective area with the assaulting force. The supporting elements of the attack follow the assaulting elements path to link up with the remainder of the company. Once consolidated, the commander searches the objective for any enemy forces, captured equipment, prisoners, or anything that may provide valuable intelligence, if the tactical situation allows. Simultaneously, the company conducts accountability of personnel, recovery of equipment, and cross levels ammunition. Resupply and maintenance are follow-on tasks established in the priorities of work determined by the commander and based on METT-TC.

SPECIAL-PURPOSE ATTACKS

2-218. Special purpose attacks are ambush, counterattack, demonstration, feint, raid, and spoiling attack (FM 3-90-1). The commander's intent and the mission variables of METT-TC determine which special purpose attack(s) to employ. Each attack can be conducted as either a hasty or deliberate attack. The commander's intent and METT-TC mission variables and factors determine the specific attack form. As subordinate attack tasks, they share many of the planning, preparation, and execution considerations of the attack. Demonstrations and feints, while forms of attack, are associated with military deception operations (FM 3-13).

AMBUSH

2-219. An ambush is an attack by fire, or other destructive means, from concealed positions on a moving or temporarily halted enemy. An ambush stops, denies, or destroys enemy forces by maximizing the element of surprise. Ambushes can employ direct fire systems and other destructive means, such as

command-detonated mines, indirect fires, and supporting nonlethal effects. They include an assault to close with and destroy enemy forces. In an ambush, ground objectives do not have to be seized and held.

2-220. The three types of ambush are—point ambush, area ambush, and antiarmor ambush. In a point ambush, a unit deploys to attack a single kill zone. In an area ambush, a unit deploys into two or more related point ambushes. Units smaller than a platoon do not usually conduct an area ambush.

2-221. A typical ambush consists of three elements—assault, support, and security. The assault element fires into the kill and clears zone. Its goal is to destroy the enemy force. It may be assigned additional tasks, such as—

- Searching for items of intelligence value.
- Capturing prisoners.
- Photographing new types of equipment.
- When unable to take enemy equipment, completing the destruction of said equipment to avoid its immediate reuse.

2-222. The support element supports the assault element by firing into and around the kill zone, and provides the ambush's primary killing power. The support element attempts to destroy most of the enemy combat power before the assault element moves into the objective or kill zone. The security element isolates the kill zone, provides early warning of the arrival of any enemy relief force, and provides security for the assault and support elements. It secures the objective rally point and blocks enemy avenues of approach into and out of the ambush site, which prevents the enemy from entering or leaving.

COUNTERATTACK

2-223. A counterattack is an attack by part or all of a defending force against an enemy attacking force. Units conduct counterattacks to seize the initiative from the enemy through offensive action (for example, regaining lost ground, or cutting off or destroying enemy advance units). The objective of counterattack is to deny the enemy his goal when attacking. The commander usually directs a counterattack from a defensive posture—to defeat or destroy enemy forces, exploit an enemy weakness, such as an exposed flank, or to regain control of terrain and facilities after an enemy success. A counterattacking force maneuvers to isolate and destroy a designated enemy force. It can attack by fire into an EA to defeat or destroy an enemy force, restore the original position, or block an enemy penetration. Once launched, the counterattack becomes a decisive operation for the commander conducting the counterattack.

2-224. To be decisive, the counterattack occurs when the enemy is overextended, dispersed, and disorganized during his attack. All counterattacks should be rehearsed under the same conditions in which they will actually be conducted. Careful consideration is given to the event that will trigger the counterattack. Once committed, the counterattack force conducts the decisive operation.

2-225. SBCT's conduct counterattacks assisted with the use of mission command systems and maneuver to a point of tactical advantage to initiate the attack with the enemy forces. They take advantage of the speed and protection of their vehicles to deploy and initiate their attacks.

DEMONSTRATIONS

2-226. A demonstration is a form of attack designed to deceive the enemy as to the location or time of the decisive operation by a display of force. Forces conducting a demonstration do not seek contact with the enemy as intended.

FEINTS

2-227. A feint is a limited attack used to deceive the enemy as to the location or time of the actual decisive operation. Forces conducting a feint seek direct fire contact with the enemy, but avoid decisive engagement. As in the demonstration, the commander uses feints in conjunction with other military deception activities.

RAID

2-228. A raid is a limited-objective, deliberate attack that entails swift penetration of hostile terrain. It is not intended to hold territory and has to have a planned withdrawal. A raid requires detailed intelligence,

preparation, and planning. The SBCT Infantry rifle company conducts raids as part of a larger force to accomplish a number of missions, to include the following:

- Capture prisoners, installations, or enemy materiel.
- Capture or destroy specific enemy mission command locations.
- Destroy enemy materiel or installations.
- Obtain intelligence concerning enemy locations, dispositions, strength, intentions, or methods of operation.
- Confuse the enemy or disrupt his plans.
- Liberate friendly personnel.

SPOILING ATTACK

2-229. A *spoiling attack* is a tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack. A spoiling attack usually employs armored, attack helicopter, or fire support elements to attack on enemy assembly positions in front of a main line of resistance or battle position (FM 3-90-1).

2-230. The objective of a spoiling attack is to disrupt the enemy's offensive capabilities and timelines while destroying targeted enemy personnel and equipment, not to secure terrain and other physical objectives. Conditions when conducting spoiling attack are:

- The spoiling attack's objective needs to be obtainable. The enemy should be unable to respond to the attack in a synchronized and coordinated manner.
- The commander prevents the force conducting the spoiling attack from becoming over extended.

SECTION IV – TRANSITIONS

2-231. The commander halts an offensive task when it results in complete victory and ends hostilities, reaches a culminating point, or the commander receives a change in mission from a higher commander. This change in mission may be a result of the interrelationship of the other elements of national power, such as a political decision.

CONSOLIDATION

2-232. Consolidation is organizing and strengthening a newly captured position so that it can be defended. The attacking unit tries to exploit its success regardless of the assault type. In some situations, however, the unit may have to consolidate its gains. Consolidation may vary from a rapid repositioning of forces and security elements on the objective, to a reorganization of the attacking force, to the organization and detailed improvement of the position for defense.

2-233. Consolidation comprises actions taken to secure the objective and defend against an enemy counterattack. Consideration should be given that the enemy that occupied the objective may have planned indirect fire targets to assist in their counterattack. The commander ensures that the SBCT Infantry rifle company is ready to conduct the following actions that usually are part of consolidation:

- Eliminate enemy resistance on the objective.
- Establish security beyond the objective by securing areas that may be the source of enemy direct fires or enemy artillery observation.
- Establish additional security measures such as OPs and patrols.
- Prepare for and assist the passage of follow-on forces (if required).
- Continue to improve security by conducting defensive actions. These defensive actions include EA development, direct fire planning, and battle position preparation.
- Adjust FPF and register targets along likely mounted and dismounted avenues of approach.
- Protect the obstacle reduction effort.
- Secure EPWs and detainees.
- Prepare for the enemy counterattack.

REORGANIZATION

2-234. Reorganization is usually conducted concurrently with consolidation. It comprises actions taken to prepare the SBCT Infantry rifle company for follow-on missions. As with consolidation, the SBCT Infantry rifle company commander plans and prepares for reorganization as he conducts his TLPs. He ensures that the SBCT Infantry rifle company take the following actions:

- Provide essential medical treatment and evacuate casualties, as needed.
- Treat and evacuate wounded EPWs and detainees, and process the remainder of EPWs and detainees.
- Cross-level personnel and adjust task organization when necessary to support the next phase or mission.
- Conducts resupply operations, to include rearming and refueling.
- Redistribute ammunition.
- Conduct required maintenance.
- Continue improvement of defensive positions, as needed.

CONTINUING OPERATIONS

2-235. For all attacks, the SBCT Infantry rifle company should plan to exploit success. However, at the conclusion of an engagement, the commander may be forced to defend. Units make use of the terrain to enhance their survivability for short defensive tasks. If a longer defense is envisioned, engineer assets immediately should shift the priority of their efforts to provide survivability support (fighting positions and similar activities). Engineer assets should do this even as they sustain mobility and integrate countermobility into the planned defense. The SBCT Infantry rifle company commander considers the higher commander's concept of operations, friendly capabilities, and the enemy situation when making the decision to defend or continue offensive tasks.

TRANSITION TO DEFENSIVE TASKS

2-236. As offensive tasks approach a culmination, the commander orders a transition to a defense. The commander uses two basic techniques when he transitions to the defense. The first technique requires the leading elements to commit forces and push forward to claim enough ground to establish a security area anchored on defensible terrain. The second technique is to establish a security area along the unit's final positions, moving the main body rearward to defensible terrain.

2-237. The commander anticipating the termination of unit offensive actions prepares orders that include the time or circumstances under which the offense transitions to a defensive-focused mission, the missions and locations of subordinate units, and mission command measures. The commander takes the following actions as the unit transitions from an offensive to a defensive task:

- Maintains contact and information collection on the enemy using a combination of reconnaissance units and surveillance assets to develop the situation and facilitate planning of future operations.
- Establishes a security area and local security measures (to include biometric identity data collection).
- Redeploys indirect fire assets to ensure the support of security forces.
- Redeploys forces based on probable future employment.
- Maintains or regains contact with adjacent units in a contiguous AO and ensures that units remain capable of mutual support in a noncontiguous AO.
- Transitions the engineer effort by shifting the emphasis from mobility to countermobility and survivability.
- Consolidates and reorganizes.

TRANSITION TO STABILITY TASKS

2-238. Upon order from higher headquarters, the commander orders a transition to operations focused on stability tasks. These tasks establish a safe, secure environment that facilitates reconciliation between local

or regional threats. Stability tasks aim to establish conditions that support the transition to legitimate HN governance, a functioning civil society, and a viable market economy.

2-239. The SBCT Infantry rifle company commander ensures that contingencies are planned for to transition quickly from offensive to stability tasks and vice versa. For example, it may be wise for commanders to plan a defensive contingency with an on-order offensive mission for stability tasks that could deteriorate.

2-240. Subordinate leaders need to be fully trained to recognize activities that would initiate this transition. Actions in one unit's AO can affect a change in whatever type task an adjacent unit is conducting. (For example, an offensive action may cause noncombatants to be displaced to another section of the city creating a need to support operation for the unit in that AO.)

Chapter 3

Defense

A *defensive task* is a task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks (ADRP 3-0). The SBCT Infantry rifle company uses the defense to occupy and prepare positions and mass the effects of direct fires on likely approaches. The commander combines natural and man-made obstacles to canalize the attacking force into engagement areas. This chapter discusses the basics of the defense, defense of a linear object, perimeter defense, reverse slope defense, engagement area development, and transitions.

SECTION I – BASICS OF THE DEFENSE

3-1. As part of the higher echelon's defensive tasks, the SBCT Infantry rifle company may defend, delay, withdraw, or counterattack. It may also perform security tasks for the SBCT Infantry Battalion. The SBCT Infantry rifle company may defend as part of the higher headquarters' main battle area, or it may conduct autonomous defensive or stability tasks within a small scale contingency. The SBCT's Infantry rifle company and its higher headquarters conduct operations to create conditions for success as enemy forces enter into the main battle area and by weakening the enemy prior to the commencement to close combat.

3-2. The SBCT Infantry rifle company usually defends in the main battle area. The SBCT Infantry battalion can conduct the defense to achieve one or more of the following actions:

- Gain time.
- Retain key terrain.
- Support other missions.
- Preoccupy the enemy in one area while friendly forces attack him in another.
- Attrite enemy forces at a rapid rate while reinforcing friendly actions.

CHARACTERISTICS OF DEFENSE

3-3. Successful defenses employ the characteristics of disruption, flexibility, maneuver, mass and concentration, operations in depth, preparation, and security.

DISRUPTION

3-4. Defenders subvert an attacker's tempo, formations and synchronization by countering his initiative and preventing him from massing overwhelming combat power. Disruption attacks the enemy's will to fight and his means of effective command and control. Deep precision fires, long-range precision sniper fires, electronic countermeasures (jamming), scatterable minefields (SCATMINE), unexpected defensive positions, local counterattacks at all levels, and attacks delivered by a reserve force, combine to disrupt the enemy's attack and break his will to continue offensive operations. Repositioning forces, implement aggressive protection measures, the employment of roadblocks, ambushes, checkpoints, and information operations combine to disrupt the threat of asymmetrical attack. These tasks disrupt enemy efforts to fight as a combined-arms team.

FLEXIBILITY

3-5. The defender gains flexibility by sound preparation and task organization, disposition in depth, retention of reserves, repositioning, and effective mission command. The defense is characterized by rapid,

simultaneous, and collaborative planning with flexible execution. Contingency planning permits flexibility. Flexibility also requires that the commander see the battlefield to detect the enemy's scheme of maneuver early. Intelligence preparation of the battlefield determines likely enemy actions; while security elements confirm or deny those actions.

MOVEMENT AND MANEUVER

3-6. Maneuver allows the commander to take full advantage of the AO and mass and concentrate fires when desirable. Maneuver through movement in combination with fire, allows the commander to achieve a position of advantage over the enemy to accomplish the mission. It encompasses defensive actions such as security and support operations.

MASSING EFFECTS

3-7. The company shapes and decides the battle by massing the effects of overwhelming combat power. Effects are synchronized in time and space and should be rapid and unexpected so that they break the enemy's offensive tempo and disrupt his attack. The company commander deploys his arrays his combat power based on his assessment of the intelligence provided and the latest information from reconnaissance in a manner that overwhelms the enemy and provides the greatest impact on their forces while negating the risks to his own units. This can occur at a single decisive point or through multiple incursions in depth to achieve disruptive, destructive, and decisive effects upon the enemy's attack.

OPERATIONS IN DEPTH

3-8. Integration of all combat power throughout the area of operation improves the chances for success while minimizing friendly casualties. Quick, violent, and simultaneous action throughout the depth of the companies' area of operations can attrite, confuse, and even degrade an enemy force when he is most exposed and vulnerable. Such actions weaken the enemy's morale and do not allow any early successes to build their confidence. Operations in depth prevent the enemy from gaining momentum in the attack. Synchronization of actions in deep, close, and security areas facilitate mission success.

3-9. Alternate and supplementary positions, combat outposts, and mutually supporting strongpoint's forward of the perimeter extend the depth. Fires are planned throughout the defensive area up to the maximum range of available weapons and reconnaissance assets. Fires move and reposition to maintain contact with enemy forces and observe NAIs in depth as the battle develops. During periods of reduced visibility, obstacles are emplaced around critical locations within the perimeter to disrupt the enemy's plan, and add depth to the defense.

PREPARATION

3-10. The company commander determines likely enemy avenues of approach, likely enemy schemes of maneuver, where to kill the enemy, integration of obstacles, unit positioning, and integration of indirect fires, and he assigns missions accordingly. Defensive preparations include the following:

- Enact survivability measures that involve action against conventional threats (preparation of fighting positions, digging-in mission command nodes, and similar actions) as well as asymmetric threats (terrorist attacks and weapons of mass destruction employment).
- Designate a reserve.
- Conduct rehearsals to ensure synchronization. These include employment of the reserve and counterattack forces.
- Position forces in depth.
- Reinforce terrain with obstacles that support the scheme of maneuver.
- Coordinate with assets forward in the battalion's security area to gain combat information or early warning.

SECURITY

3-11. Security operations are measures normally taken by the SBCT Infantry battalion or higher echelons to protect itself against all acts designed to impair its effectiveness, and prevent the enemy from gaining an unexpected advantage. Because the SBCT Infantry rifle company defends to conserve combat power for

use elsewhere or later, commanders must secure the force. The battalion ensures security by employing reconnaissance elements throughout the entirety of its assigned AO. The battalion may employ a counterreconnaissance force, combat outposts, or a force conducting a screen to provide security. This force may be its Scout platoon but can be one of its companies or elements of its companies depending on the level of security the battalion determines suitable to the threat.

3-12. Information operations capabilities such as psychological operations, military deception, and electronic warfare (EW) can aid in securing the force and confuse the enemy as to the battalion's manner of defense. The battalion integrates its security operations with those of the SBCT and other adjacent or partnered units.

DEFENSIVE TASKS

3-13. There are three basic defensive tasks—area defense, mobile defense, and retrograde. Each of these tasks contains elements of the others, and usually contains both static and dynamic aspects. SBCT Infantry rifle companies serve as the primary maneuver elements, or terrain controlling units, for the SBCT Infantry battalion in all three defensive tasks. They can defend AOs or positions, or they can serve as security forces or reserves as part of the SBCT Infantry battalions coordinated defense. (Refer to ADRP 3-90 for more information.)

3-14. As part of defensive tasks, the SBCT Infantry rifle company can defend, delay, withdraw, counterattack, and perform security tasks. The SBCT Infantry rifle company usually defends, as part of the SBCT Infantry battalion's defense, in the main battle area (MBA). The SBCT Infantry rifle company can conduct the defense to achieve one or more of the following actions:

- Gain time.
- Retain key terrain.
- Support other missions.
- Preoccupy the enemy in one area while friendly forces attack him in another.
- Attrite enemy forces at a rapid rate while reinforcing friendly actions.

AREA DEFENSE

3-15. The *area defense* is a defensive task that denies enemy forces access to designated terrain for a specific time rather than destroying the enemy outright (ADRP 3-90). The emphasis is on retaining terrain where the bulk of the defending force positions itself in mutually supporting positions and controlling the terrain between positions. The defeat mechanism is fires into EAs, which reserve units can supplement. The commander uses his reserve force to reinforce fires, add depth, block penetrations, restore positions, or counterattack to destroy enemy forces and seize the initiative.

Forms of Defensive Maneuver

3-16. There are two forms of defensive maneuver within an area defense—defense in depth and forward defense. The SBCT Infantry rifle company is expected to do both. While the SBCT Infantry battalion commander selects the type of area defense to use, the company commander often defines the general defensive scheme for the company. The specific mission may impose constraints such as time, security, and retention of certain areas that are significant factors in determining how the company will defend.

Defense in Depth

3-17. A defense in depth reduces the risk of the attacking enemy force penetrating the defense quickly. The enemy is unable to exploit a penetration because of additional defensive positions employed in depth. The in-depth defense provides more space and time to defeat the enemy attack.

3-18. The SBCT Infantry rifle company uses a defense in depth when—

- The mission allows the SBCT Infantry rifle company to fight throughout the depth of the AO.
- The terrain does not favor a defense well forward, and there is better defensible terrain deeper in the AO.
- Sufficient depth is available in the AO.

- Cover and concealment forward in the AO is limited.
- Weapons of mass destruction may be used.

Forward Defense

3-19. The intent of a forward defense is to prevent enemy penetration of the defense. A forward defense is the least preferred due to its lack of depth. The SBCT Infantry rifle company deploys most of its combat power into forward defensive positions near the forward edge of the battle area (FEBA). While the SBCT Infantry battalion may lack depth, the rifle company and platoons build depth into the defense at their levels. The commander fights to retain its forward position, and may conduct counterattacks against enemy penetrations, or to destroy enemy forces in forward EAs. Often, counterattacks are planned forward of the FEBA to defeat the enemy.

3-20. The SBCT Infantry rifle company uses a forward defense when—

- Terrain forward in the AO favors the defense.
- Strong natural or man-made obstacles, such as a river or a rail line, are located forward in the AO.
- The assigned AO lacks depth due to the location of the area or facility to be protected. Cover and concealment in the rear portion of the AO is limited.
- Directed by higher headquarters to retain or initially control forward terrain.

Mobile Defense

3-21. The *mobile defense* is a defensive task that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (ADRP 3-90). The mobile defense focuses on defeating or destroying the enemy by allowing enemy forces to advance to a point where they are exposed to a decisive counterattack by the striking force. The commander uses the fixing force to hold attacking enemy forces in position, to help channel attacking enemy forces into ambush areas, and to retain areas from which to launch the striking force. A mobile defense requires an AO of considerable depth.

3-22. The SBCT Infantry rifle company's mission in a mobile defense is either part of a fixing force or a striking force, but not both. As part of the fixing force, the SBCT Infantry rifle company defends within its assigned AO. As part of the striking force, the SBCT Infantry company plans, rehearses, and executes offensive tasks.

Note. Units smaller than a division do not usually conduct a mobile defense because of their inability to fight multiple engagements throughout the width, depth, and height of their AO, while simultaneously resourcing the striking, fixing, and reserve forces. Typically, the striking force in a mobile defense consists of one-half to two-thirds of the defender's combat power.

3-23. The striking force is a committed force and has the resources to conduct a decisive counterattack as a part of the mobile defense. The striking force decisively engages the enemy as he becomes exposed in his attempts to overcome the fixing force. The striking force normally attacks a moving enemy force, and is usually armor heavy.

Retrograde

3-24. The *retrograde* is a type of defense task that involves organized movement away from the enemy (ADRP 3-90). The enemy may force these actions or the commander may execute them voluntarily. In either case, the higher commander of the force executing the operation approves the retrograde. Retrograde is conducted to improve a tactical situation or to prevent a worse situation from developing. Companies usually conduct retrogrades as part of a larger force, but may conduct independent retrogrades when necessary such as on a raid.

3-25. Retrograde can accomplish the following:

- Resist, exhaust, and defeat enemy forces.
- Draw the enemy into an unfavorable situation.
- Avoid contact in undesirable conditions.

- Gain time.
- Secure more favorable terrain
- Reposition forces, shorten lines of communication, or conform to movements of other friendly units.
- Disengage a force from an ongoing mission for use elsewhere in other missions.

3-26. *Disengage* is a tactical mission task where the commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement (FM 3-90-1). It involves moving to a location where the enemy cannot engage the friendly force with either direct fires or observed indirect fires. Disengaging from the enemy while displacing from one position to the next is a difficult procedure. A disengagement plan includes the following:

- The maneuver concept of operations for tactical elements after disengagement, along with the movement routes for each subordinate unit.
- Fires to suppress the enemy and cover the unit's movement.
- Screening smoke to conceal the unit's movement, as part of a deception operation, or to cover passage points.
- Contact and passage points if moving through friendly lines.
- The time disengagement starts.
- The earliest time that functional and multifunctional support and sustainment elements move.

3-27. There are three types of retrograde—

- Delay.
- Withdrawal.
- Retirement.

Delay

3-28. Delay is a task that allows the unit to trade space for time, avoiding decisive engagement and safeguarding its elements. Delays gain time to—

- Allow other friendly forces to establish a defense.
- Cover a withdrawing force.
- Protect a friendly force's flank.
- Allow other forces to counterattack.

3-29. The SBCT Infantry rifle company conducts delays by initiating and breaking contact with enemy forces with their Infantry to prevent from being decisively engaged. This technique forces the enemy to deploy, and then reorganize to continue operations forcing them to use time to accomplish these tasks. The Infantry keeps the Stryker vehicle in close proximity but out of direct fire contact during the engagement. Remounting the vehicle under direct fire should only be done if the enemy force can be suppressed with fires. Remounting the vehicle is preferred to be done out of contact. The MGS platoon, Mortar section can all assist the dismounted element break contact by means of direct and indirect fires.

Withdrawal

3-30. Withdrawal is a task that the commander uses to break enemy contact, especially when he needs to free the unit for a new mission. There are two types of withdrawals, assisted, and unassisted. The commander's intent and METT-TC determine which type of withdrawal the unit uses.

Assisted Withdrawal

3-31. The assisting force occupies positions to the rear of the withdrawing unit and prepares to accept control of the situation. It can assist the withdrawing unit with route reconnaissance, route maintenance, direct and indirect fire support, and sustainment. Both forces closely coordinate the withdrawal.

Unassisted Withdrawal

3-32. The withdrawing unit establishes routes and develops plans for the withdrawal, then establishes security force as the rear guard while the main body withdraws. Sustainment and protection elements

usually withdraw first, followed by combat forces. The DLIC disengages from the enemy and follows the main body to its final destination as the unit withdraws.

Retirement

3-33. Retirement is a task that moves a force that is not in contact away from the enemy. A retiring unit organizes for combat but does not anticipate interference by enemy ground forces. Typically, another unit's security force covers the movement of one formation as the unit conducts a retirement. However, mobile enemy forces, unconventional forces, air strikes, air assaults, or long-range fires may attempt to interdict the retiring unit. The commander plans for enemy actions and organizes the unit to fight in self-defense. The commander usually conducts a retirement to reposition his forces for future actions or to accommodate the concept of the operation. Units conduct retirements as tactical road marches where security and speed are the most important considerations.

FORMS OF THE DEFENSE

3-34. The three forms of the defense (defense of a linear obstacle, perimeter defense, and reverse-slope defense) have special purposes and require special planning and execution. The three forms of the defense provide distinct advantages for the defender and its subordinate units and apply to the area defense and the operations of the fixing force during a mobile defense. (Refer to FM 3-90-1 for additional information.)

DEFENSE OF A LINEAR OBSTACLE

3-35. A defense of a linear obstacle generally favors the use of a forward defense. Maintaining the integrity of the linear obstacle is the key to this type of defense. The defending unit constructs obstacles to stop the enemy forces and channel them into planned engagement areas. When attacked, the defending force isolates the enemy, conducts counterattacks, and delivers fires onto the concentrated force to defeat attempts to breach the obstacle.

3-36. Defense of a linear obstacle often is used as part of an economy of force measure. Forces that can counterattack and destroy the enemy may not be available immediately; therefore, defending forces must be able to—

- Detect enemy penetrations early enough so that local counterattacks can defeat them.
- Defend after being isolated.
- Use reconnaissance elements, sniper teams, and other elements to detect enemy forces and call in fires.
- Bring the fight to the enemy side of the obstacle to destroy its forces and disrupt enemy preparations.
- Use fires to their maximum effect.
- Use its mobility to concentrate combat power.

PERIMETER DEFENSE

3-37. A perimeter defense is a defense oriented in all directions. The SBCT Infantry rifle company often use a perimeter defense when conducting operations in noncontiguous areas of operations. The perimeter defense presents no assailable flanks to the enemy and allows the defender to reinforce a threatened area rapidly. Some disadvantages of a perimeter defense include its isolation and the vulnerability of its concentrated units to enemy fires.

3-38. The commander establishes a perimeter defense when the unit must hold critical terrain, such as a strong point, or when it must defend itself in areas where the defense is not tied in with adjacent units. Units can organize a perimeter defense to accomplish a specific mission, such as protecting a base or providing immediate self-protection, such as during resupply operations when all-around security is required. During a perimeter defense, leaders at all levels ensure that—

- Units physically tie into each other.
- Direct fire weapons use flanking fire to protect the perimeter.
- Field artillery and mortars are protected.

- PACE Communications systems are secure and redundant.
- Obstacles are employed.
- Final protective fires are established.

REVERSE-SLOPE DEFENSE

3-39. An alternative to defending on the forward slope of a hill is to defend on a reverse slope. The reverse-slope defense allows units to concentrate their direct fires into a relatively small area while being protected from the enemy's direct observation and supporting fires. The defender can destroy the enemy's isolated forward units through surprise and concentrated fires. The control of the forward slope is essential for success. Gaining control of the forward slope can be done by using dominating terrain behind the defenders or with the use of stay behind forces, such as reconnaissance and sniper teams, that can observe and call in fires on the attackers.

COMMON DEFENSIVE PLANNING CONSIDERATIONS

3-40. Planning a defense is a complex effort requiring detailed planning and extensive coordination. In the defense, synchronizing the SBCT Infantry rifle company's combat and supporting systems enables the commander to apply combat power against selected advancing enemy forces to unhinge the enemy commander's plan and destroy his combined arms team. As a mission evolves, the commander knows he may need to shift his decisive and shaping operations to press the fight and keep the enemy off balance. The synchronization and coordination of activities within each warfighting function and between the various warfighting functions are critical to the success of the SBCT Infantry rifle company.

MISSION COMMAND

3-41. The company commander describes his anticipated enemy actions integrated with the SBCT Infantry battalions IPB. The company level IPB and the SBCT Infantry battalion IPB should not differ significantly. The SBCT Infantry battalions IPB should give the SBCT Infantry rifle company commander a clear understanding of how the SBCT Infantry battalion commander envisions the enemy will fight, and the enemy's plan for the operation. The SBCT battalion commander and the BCT commander usually define where and how they will defeat or destroy the enemy. The company commander refines where he will integrate the other warfighting functions into a coherent whole to mass the effects of combat power at the decisive place and time. (Refer to ADRP 6-0 for more information on mission command.) The company commander defines how he envisions the SBCT rifle company will execute its portion of the brigade fight based off of the commander's intent one and two levels up.

MOVEMENT AND MANEUVER

3-42. Effective weapons positioning is critical to the SBCT Infantry rifle company's success in the defense. Company leadership should take advantage of the .50 cal and MK-19 on the RWS by placing them in positions that do not expose the hull of the Stryker vehicle but allow them to engage the enemy. Stryker Infantry squads should deploy their javelins from covered and concealed positions at maximum effective ranges away from their ICVs to reduce armored vehicles ability to detect them. These positions are normally forward of the ICV offset to the left or the right of the RWS's orientation towards a TRP to avoid the ICV's surface danger zone (SDZ). Effective weapons positioning enables the SBCT rifle company to mass fires at critical points in the AO and shift fires as needed. The SBCT Infantry rifle company commander exploits the strengths of his weapons systems while minimizing the company's exposure to enemy observation and fires.

3-43. The company leadership should integrate ICVs and Infantry to support one another in the defense. The Infantry should provide additional security in the defense from a mutually supporting position as well as local security. The ICVs should support the Infantry with use of it crew served weapons, ability to reposition forces quickly to alternate and subsequent positions, provide information updates and situational awareness with mission command systems, conduct emergency resupply, and CASEVAC.

3-44. When the commander designates a reserve he positions the reserve in a location where it can effectively react to several contingency plans. He considers terrain, trafficability of roads, potential EAs, probable points of enemy penetrations, and commitment time. The reserve should be positioned in a

covered and concealed position. Information concerning the reserve may be considered essential elements of friendly information (EEFI) and protected from enemy reconnaissance.

INTELLIGENCE

3-45. The SBCT Infantry rifle company commander will never have all the intelligence he needs about the enemy. Therefore, he with the COIST obtains or develops the best possible IPB products and conducts continuous information collection and integrates new and updated intelligence throughout the mission. He may need to request intelligence from the battalion staff to answer PIR that is integrated into specific NAIs. This allows the Stryker Infantry rifle company commander to decide where to place his information collection effort. (Refer to ATP 2-01.3 for more information.)

3-46. As with all tactical planning, IPB is a critical part of defensive planning. It helps the commander define where to concentrate combat power, where to accept prudent risk, and where to plan potential decisive operations. The IPB presents all feasible enemy COAs to aid in the development of a flexible defensive plan. The essential areas are—

- Analyze terrain and weather.
- Determine enemy force size and likely COAs with associated DPs.
- Determine enemy vulnerabilities and HVTs.
- Impact of civilian population on the defense.

3-47. The commander makes his determination of how and where to defeat the enemy on where he believes the enemy will go, the terrain, and the forces available. The SBCT Infantry battalion may define a defeat mechanism that includes the use of single or multiple counterattacks to achieve success. The company commander analyzes his unit's role in the SBCT Infantry battalion fight to determine how to achieve success.

FIRES

3-48. For the fire support plan to be effective in the defense, the SBCT Infantry rifle company plans and executes fires in a manner that achieves the intended task and purpose of each target. Indirect fires serve a variety of purposes in the defense, to include the following:

- Slow and disrupt enemy movement.
- Prevent the enemy from breaching.
- Destroy or delay enemy forces at obstacles using massed fires or precision munitions.
- Disrupt enemy support-by-fire elements.
- Defeat attacks along dismounted avenues of approach with the use of FPF.
- Disrupt the enemy to enable friendly elements to disengage or conduct counterattacks.
- Obscure enemy observation or screen friendly movement during disengagement and counterattacks.
- Provide smoke screens to separate enemy echelons or to silhouette enemy formations to facilitate direct fire engagement.
- Provide illumination, as needed.
- Execute SEAD missions to support aviation missions.

3-49. The SBCT Infantry rifle company commander evaluates the air integration plan with indirect fire systems available to provide support when developing the fire plan. Considerations, when developing the plan, include tactical capabilities, weapon's ranges, available munitions, time on station, communication and control, airspace management, and marking of enemy and friendly units. These factors help the SBCT Infantry rifle company commander and FSO determine the best method for achieving the task and purpose of each target in the fire plan. The rifle company's fire support personnel contribute significantly to the fight. Effective positioning is critical. The company commander and company FSO selects positions that provide fire support personnel with unobstructed observation of the AO and ensures survivability. They adjust indirect fires onto the targets, synchronize effects, assist to clear airspace and guide aircraft onto targets.

SUSTAINMENT

3-50. Besides the sustainment functions required for all missions, the SBCT Infantry rifle company commander's planning process includes pre-positioning of ammunition caches, positioning of SBCT rifle company trains, and Class IV and V supply points and mine dumps, vehicle recovery and maintenance, and MEDEVAC and CASEVAC.

3-51. The commander's mission analysis may reveal that the company's ammunition requirements during an upcoming mission exceed its basic load. This requires the company to preposition ammunition caches. The company usually positions ammunition caches at alternate or subsequent positions. The company may construct survivability positions to house these caches and guard them to prevent their capture or destruction by the enemy.

3-52. The SBCT Infantry rifle company train usually operates 500 to 1000 meters, or one terrain feature, to the rear of the company to provide immediate recovery and medical support. The company trains conduct evacuation (of those wounded in action [WIA], weapons, and equipment) and resupply as required. The company trains are located in covered and concealed positions close enough to the company to provide responsive support, but out of enemy direct fire range. The 1SG or XO positions the trains and supervises sustainment. The SBCT Infantry rifle company commander ensures all elements know the casualty evacuation procedures and the locations of the battalion combat and field trains and the company CCP and battalion aid station (BAS). The company commander's analysis determines the most effective measures for every mission, which includes the decision to evacuate or recover forward and consolidate based on the tactical situation.

PROTECTION

3-53. Air and missile defense (AMD) support to the SBCT Infantry rifle company may be limited. Units should hide from heavier enemy air threats such as rotary-wing, fixed-wing, or Class III Unmanned Aircraft System (UAS) and use their organic weapons systems for self-defense against smaller enemy air threats such as Class II and below UAS or lighter than air aircraft. They should plan for CBRN reconnaissance at likely locations for enemy employment of CBRN agents and hazards. They should use obscurants to support disengagement or movement of forces. They assign sectors of fire to prevent fratricide and friendly fire.

3-54. Survivability construction includes fighting positions, protective positions, and hardening. These are prepared to protect vehicles, personnel, and weapons systems. Positions can be constructed and reinforced with overhead cover to increase the survivability of dismounts and crew-served weapons against shrapnel from airbursts. Vehicle fighting positions can be constructed with hull down observation positions. The SBCT Infantry rifle company may use digging assets for ammunition caches at alternate, supplementary, or subsequent positions. All leaders need to understand the survivability plan and priorities. Typically, the engineer platoon leader creates a commander's card if supporting the company, which enables the commander to track the survivability effort. One person in the company, usually the company XO or 1SG, is designated to enforce the plan and priorities, and to ensure that the completion status is accurately reported and tracked.

ADDITIONAL PLANNING CONSIDERATIONS

3-55. Additional defensive task planning considerations include missions in urban environment, mountain, and desert and jungle terrain as well as sniper employment.

Urban Environment

3-56. Company forces defend urban areas to defeat an attack, gain time, economize forces, protect infrastructure, protect a populace, and shape conditions for offensive or stability tasks. Usually two or more of these tasks apply to the urban defense. Defensive tasks in urban environment provide commanders with opportunities to turn the environment's characteristics to the advantage of Army forces. Urban areas are ideal for defensive tasks and enhance the combat power of defending units.

3-57. Urban defensive success depends on synchronizing the following simultaneous operations as one action:

- Decisive operation may not be effective if the tasks mentioned previously are not integrated into the overall mission plan.
- Shaping operations vary greatly depending on the type of defense and create the conditions for decisive operations.
- Sustaining operations ensure freedom of action, secure lines of communications, and establish movement control.

3-58. In a built-up area, the defender takes advantage of inherent cover and concealment afforded by the urban environment. Stryker Infantry rifle companies maximize the use of their task organization with nine dismounted infantry squads, three weapons squads, and a sniper section. They are able to engage at closer ranges to take advantage in close quarters combat.

3-59. The company commander considers restrictions to the attacker's ability to maneuver and observe. The Stryker vehicles can be emplaced to provide blocking positions at intersections, streets, alley ways, and entrances to structures. By using the terrain and fighting from well-prepared and mutually supporting positions, a defending force can delay, block, fix, or destroy a much larger attacking force. The defense of a built-up area is organized around key terrain features, buildings, and areas that preserve the integrity of the defense and provide the defender with ease of movement to include above ground and subterranean areas. The defender organizes and plans his defense by observation and fields of fire, avenues of approach, key terrain, obstacles and movement, cover and concealment (OAKOC). (Refer to ATTP 3-06.11 for more information.)

Snipers in Urban Environment

3-60. Historically, snipers have been especially useful in urban areas. They provide long- and short-range precision fires and help with company- and platoon-level isolation efforts. Snipers provide valuable precision fires during stability tasks. Along with engaging assigned targets, snipers are a valuable asset to the commander for providing observation along movement routes and suppressive fires during an assault. (Refer to TC 3-22.10 for more information.)

3-61. The commander may assign the following tasks to snipers:

- Conduct counter sniper operations.
- Kill targets of opportunity. (The sniper team assigns priorities to these targets based on an understanding of the commander's intent [for example, engaging enemy snipers, then leaders, vehicle commanders, radio men, sappers, and machine gun crews, in that order].)
- Deny enemy access to certain areas or avenues of approach (control key terrain).
- Provide fire support for barricades and other obstacles.
- Maintain surveillance of flank and rear avenues of approach (screen).
- Support local counterattacks with precision fire.

Defensive Tasks in Mountainous Terrain

3-62. Defensive tasks in a mountainous terrain are conducted to resist, defeat, or destroy an enemy attack to support subsequent offensive actions. Commanders use defensive tasks to withstand an enemy attack while preparing to seize the initiative and develop conditions favorable for transitioning to the offense. During a defense, friendly forces withstand enemy attacks and hold the enemy while preparing to seize the initiative and transition to an attack or to conduct stability tasks. A thorough understanding of the commander's intent is especially critical in the defense, which demands precise integration of all assets to include maneuver and sustainment.

3-63. Stryker forces operating in mountainous terrain environments often possess weapons and equipment more advanced in technology than the enemy. Knowing this, enemy offensive tactics commonly involve short violent engagements followed by a hasty withdrawal through preplanned routes. The enemy often strikes quickly and fights only as long as the advantage of the initial surprise is in their favor. Attacks may include direct fires, indirect fires, or improvised explosive devices (IEDs) and may be against stationary or moving forces. (Refer to ATTP 3-21.50 for more information.) In the defense of mountainous terrain, the

Stryker vehicles use their mobility to maneuver to places of advantage, while the infantry secure severely restricted and key terrain.

3-64. The RWS on Stryker vehicle can take advantage of engaging targets that are in positions of elevation above them, thus allowing an engagement area with mounted forces shooting upward and Infantry shooting downward. In severely restricted terrain the Infantry can dismount the MK-19 or .50 cal from the RWS to engage enemy from a position of tactical advantage. In this case the Soldiers leave the ICV in a hide position.

Desert Terrain

3-65. In the desert terrain, the SBCT Infantry rifle company orients on primary enemy approaches in their assigned area of operation, units prepare for attack from any direction. It is neither possible nor necessary to have maximum firepower in all directions, move weapons to threatened areas before the enemy reaches them. Air cover or an air defense umbrella is necessary for a successful defense. (Refer to FM 90.3 for more information.) In general, some considerations for defensive tasks in a desert environment include, obstacles to site a defense are limited, and strong points to defend choke points and other key terrain, and mobility and sustainment are key factors. SBCT should take advantage of reverse slope defenses when possible in desert environments to negate weapon ranges standoff.

Jungle Terrain

3-66. Jungle defensive operations are based on the same defense fundamentals used in other operations. Some of the fundamentals, however, may acquire a special significance in the jungle. (Refer to FM 90.5 for more information.) Considerations for defensive operations in a jungle environment are limited visibility and fields of fire, limited and restricted maneuver.

Sniper Employment

3-67. Snipers play a vital role in the commander's planning and help the company maintain an offensive posture while in the defense. The sniper team can do the following in the defense:

- Augment the fires of the company.
- Cover avenues of approach, obstacles, dead space, and key terrain features.
- Provide final protective fires, if necessary.
- Deter enemy infiltration attempts.
- Operate as an extension of patrols.

3-68. During defensive tasks in urban environment, sniper teams work outside the FEBA to provide early warning and disruption and, if possible, cause the enemy to deploy prematurely. Sniper teams do the following in the defense:

- Move out during limited visibility.
- Build hide positions that overwatch likely avenues of approach and NAIs.
- Provide early warning of impending attacks (day or night), probes, or infiltrations.
- Reduce targets of opportunity.
- Collect data.

COMMON DEFENSIVE CONTROL MEASURES

3-69. The commander uses control measures to control the defense and provide flexibility to respond to changes in the situation. Control measures allow the defending commander to rapidly concentrate combat power at the decisive point. Defensive control measures within the commander's AO include designating the security area, the battle handover line (BHL), the MBA with its associated FEBA, and the echelon support area. The commander can use battle positions and additional direct fire control and fire support coordination measures (FSCM) to further synchronize the employment of combat power. The commander designates disengagement lines to trigger the displacement of subordinate forces. (Refer to ADRP 3-90 for more information.)

BATTLE HANDOVER LINE

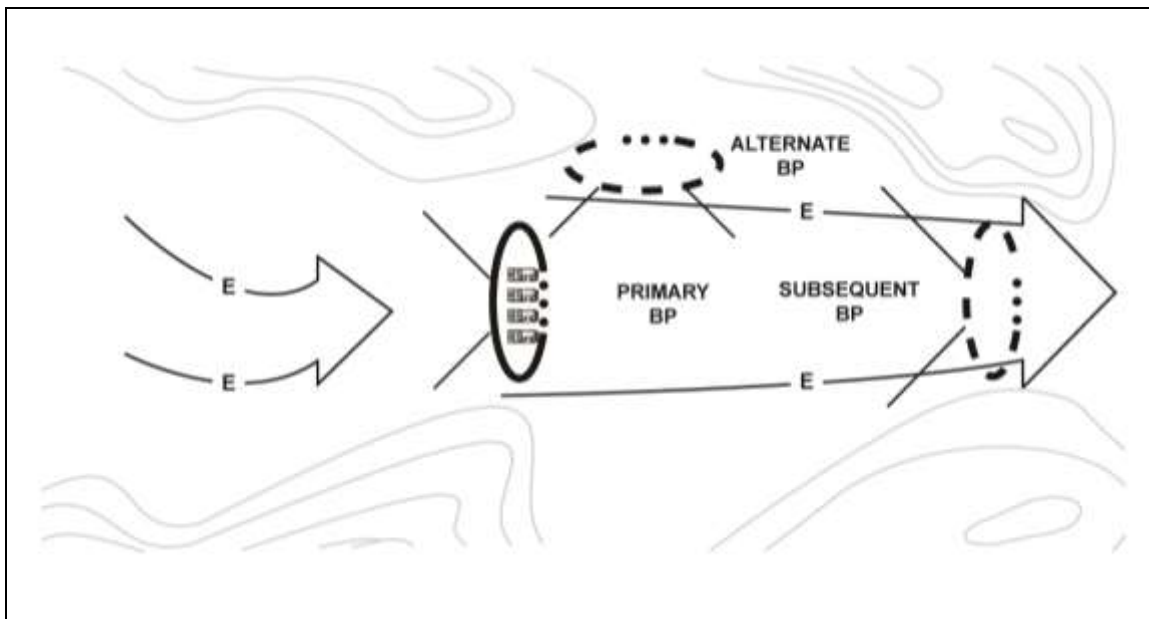
3-70. The BHL is a designated PL on the ground where responsibility transitions from the stationary force to the moving force and vice versa.

BATTLE POSITIONS

3-71. A battle position (BP) is a defensive location oriented on a likely enemy avenue of approach. Units as large as battalion task forces and as small as squads or sections use BPs. They may occupy the topographical crest of a hill, a forward slope, a reverse slope, or a combination of these areas. The commander selects his positions based on terrain, enemy capabilities, and friendly capabilities. A commander can assign all or some subordinates BPs within the AO. Leaders within the company should manage integration of both mounted and dismounted forces to maximize the firepower of the two forces. Infantry should be in close proximity of their Stryker vehicles but far enough away from their weapons secondary effects, especially with the MGS vehicle (see appendix A). Stryker vehicles with RWS should take advantage of their battle positions by only exposing the RWS allowing the remainder of the vehicle to remain safely behind cover.

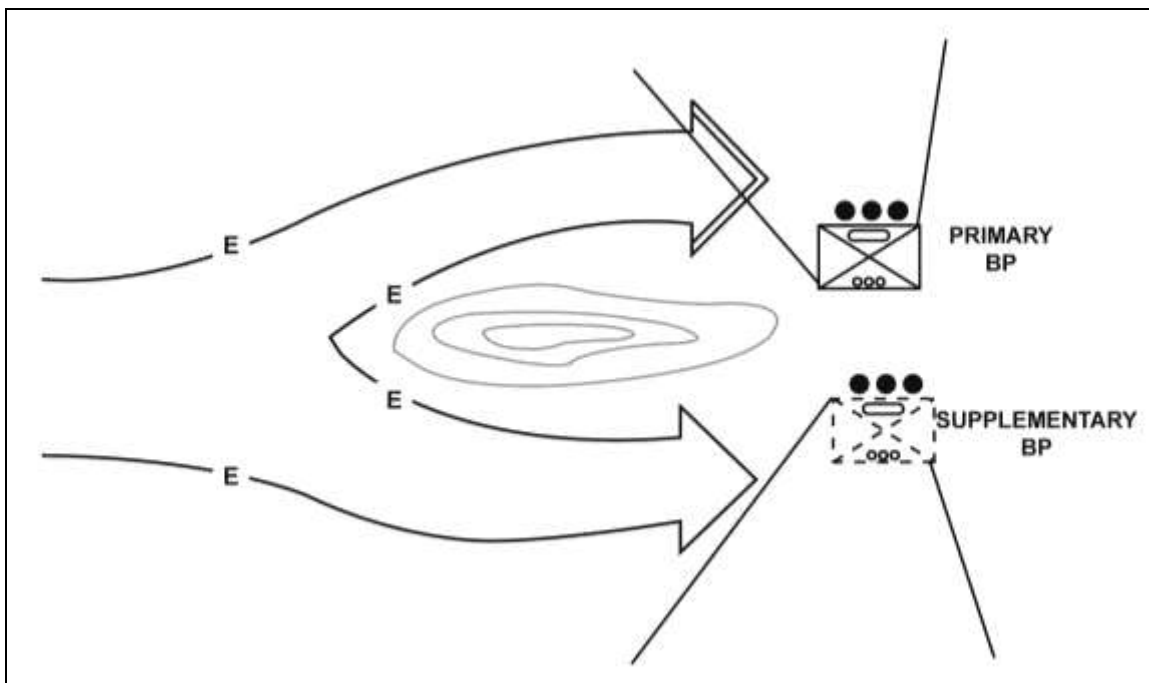
3-72. There are five types of BPs. They are as follows:

- Primary positions cover the area where the commander intends to contain or destroy an enemy force (engagement area). (See figure 3-1 on page 3-13.)
- Alternate positions are those assigned when the primary position becomes untenable or unsuitable for carrying out the assigned task. These positions allow the defender to carry out his original task. The following considerations apply for an alternate BP:
 - It covers the same avenue of approach or sector of fire as the primary BP.
 - It is located slightly to the front, flank, or rear of the primary BP.
 - It may be positioned forward of the primary BP during limited visibility.
 - It is employed to supplement or support positions with weapons of limited range, such as dismounted positions.
- Subsequent positions are those to which the unit expects to move during the course of the battle. A defending unit may have a series of subsequent positions. Subsequent positions can have primary, alternate, and supplementary positions associated with them.
- Supplementary position is a defensive position located within a unit's assigned AO that provides sectors of fire and defensible terrain along an avenue of approach that is not the enemy's expected avenue of attack. (See figure 3-2 on page 3-13.) For example, an avenue of approach into a company's AO from one of its flanks could require the company to direct its platoons (PLTs) to establish supplementary positions to allow the platoons to engage enemy forces traveling along that avenue. The platoon leader formally assigns supplementary positions when the platoon covers more than one avenue of approach.
- Strong point is a heavily fortified BP tied to a natural or reinforcing obstacle to create an anchor for the defense or to deny the enemy decisive or key terrain. The mission to create and defend a strong point implies retention of terrain to stop or redirect enemy formations. Strong points require extensive time, engineer support, and Class IV resources to construct. A strong point is also used to—
 - Canalize enemy forces. Canalize is a tactical mission task in which the commander restricts enemy movement to a narrow zone by exploiting terrain coupled with the use of obstacles, fires, or friendly maneuver.
 - Contain enemy forces. Contain is a tactical mission task that requires the commander to stop, hold, or surround enemy forces or to cause them to center their activity on a given front and prevent them from withdrawing any part of their forces for use elsewhere.



Legend: BP = battle position

Figure 3-1. Primary, alternate, and subsequent battle positions



Legend: BP = battle position

Figure 3-2. Supplementary battle position

FORWARD EDGE OF THE BATTLE AREA

3-73. The FEBA is the foremost limits of a series of areas in which ground combat units are deployed. Excluded areas are those in which the covering or screening forces are operating, designated to coordinate fire support, the positioning of forces, or the maneuver of units. These units normally require no fire areas (NFAs) placed over their position to prevent fratricide.

MAIN BATTLE AREA

3-74. The MBA is the area where the commander intends to deploy the bulk of the unit's combat power and conduct decisive operations to defeat an attacking enemy. The defending commander's major advantage is the ability to select the ground on which the battle takes place. The defender positions subordinate forces in mutually supporting positions in depth to absorb enemy penetrations or canalize them into prepared EAs, defeating the enemy's attack by concentrating the effects of overwhelming combat power. The natural defensive strength of the position determines the distribution of forces in relation to both frontage and depth. Defending units typically employ field fortifications and obstacles to improve the terrain's natural defensive strength. The MBA includes the area where the defending force creates an opportunity to deliver a decisive counterattack to defeat or destroy the enemy.

SECTION II – DEFENSE OF A LINEAR OBSTACLE

3-75. Area defense is preferred in defense of a linear obstacle because it accepts less risk by not allowing the enemy to cross the obstacle. Linear obstacles such as mountain ranges or river lines favor a forward defense rather than a defense in depth. In a forward defense the linear obstacle may force the enemy forces to slow down, stop, mass, or canalize during their attempt to cross the linear obstacle providing an opportunity for the defending force to strike the enemy force.

3-76. The commander's use of a defense in depth accepts the possibility that the enemy may force a crossing at a given point within an area defense. The depth of the defense should prevent the enemy from rapidly exploiting its success. It defuses the enemy's combat power by forcing the enemy to contain bypassed friendly defensive positions besides continuing to attack positions in greater depth.

PLAN

3-77. Planning for a defense of a linear obstacle requires a thorough IPB analysis during the planning phase. Anticipation of how the enemy will react when it encounters the linear obstacle requires detailed analysis and understanding. Determining the enemy COA either by information analysis, surveillance and reconnaissance or by answering PIR is desired to complete the plan. By identifying the enemy COA it allows the company to mass effective fires on the enemy force.

3-78. A defensive plan should be more flexible when there is less information of the enemy COA. A flexible plan can impact the task organization of forces. Techniques for the commander are as follows:

- Attach an MGS or ATGM vehicle to each of the Infantry platoons to allow them greater fire power.
- Keep the MGS platoon as a reserve or strike force to deploy to the decisive point to engage the enemy.
- Assign the MGS or ATGM platoon and Stryker vehicles an area that allows them the ability to engage with longer ranges of their weapon systems.
- Emplacing obstacles in front of the bridgehead of the linear obstacle to block enemy. Normally, attached engineers will conduct this task with scatterable mine field.
- Emplacing obstacles behind the bridgehead to separate or disrupt enemy forces. Normally, supported field artillery will conduct this task with family of scatterable mines (FASCAM).
- Attaching Sniper team to an Infantry squad in an OP forward of the main defensive area to provide early warning.
- Supporting or having the SBCT Infantry battalion scout platoon operating forward of your defensive position.

PREPARE

3-79. Preparing for the defense begins with the assembling of the company task organization to include enabling forces such as engineers, antiarmor company attachments, reconnaissance and security assets, or other elements. Attachments should be briefed on how the commander intends to defend his area. Attachments need to brief the commander on their status and capabilities and to ensure they can complete the commander's intent, and if possible enhance the defensive scheme of maneuver by adding considerations and recommendations that the commander may not be aware of. TLPs need to be completed and the company OPORD needs to be briefed to all involved. Once attachments have been integrated into the company they need to be assigned and linked up with the platoons or other members of the company to maneuver to their assigned area and begin setting up the defense.

3-80. Securing additional material such as additional Class IV and V is next in the prepare phase. Material should then be distributed to the operational elements to begin preparation of additional obstacles to enhance the defense of the linear obstacle, repositioning other classes of supply, construction, and continual improvement of current, alternate, supplementary, and subsequent battle positions, and so forth, from the established priorities of work. Emphasis should be placed on security because of enemy's capability of reconnaissance assets or forces that either identify the defensive positions or disrupt the preparation of the defense. Techniques for security during preparation may include assigning a security force to establish OPs, patrols, sniper engagements, or a platoon conducting a screen or ambush.

3-81. The Stryker company commander receives constant status updates of defensive preparations and performs quality control of the company's defensive preparations. Monitoring progress is key to ensure that the commander's intent is met. Preparing the defense should be continuous until the moment of execution.

3-82. Rehearsals at all levels are conducted in the preparation phase and include combined arms rehearsal, fires, and sustainment. Preparation in the defense is a continuous effort that can always be improved upon. Fatigue from preparation can become a factor and the commander must consider a rest plan as part of the preparation so that Soldiers are capable of fighting in the defense.

EXECUTE

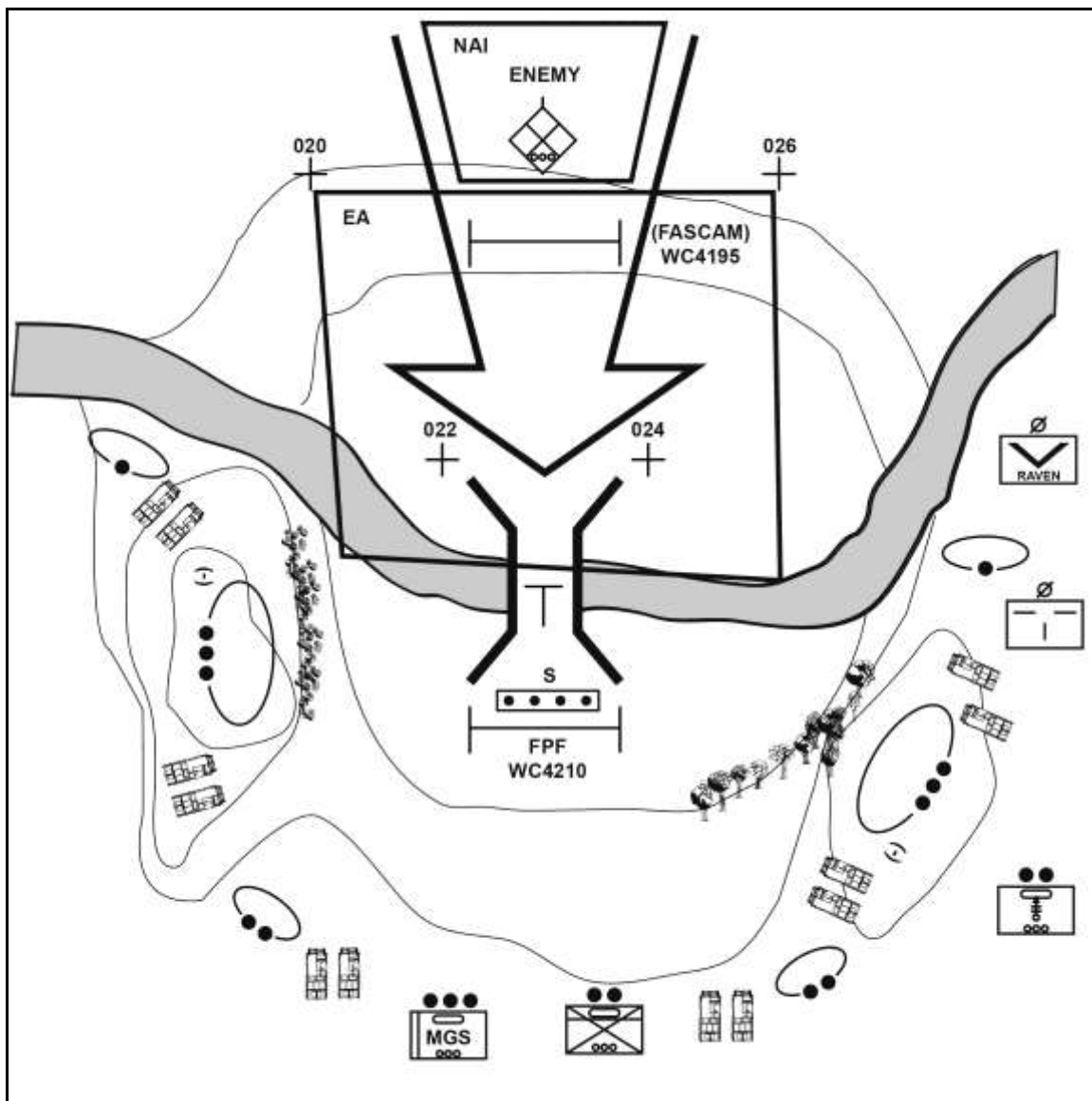
3-83. Execution begins with warning or contact with the enemy force. Warning can come from the adjacent, higher, or your own forces. The company can make enemy contact by any of the eight forms of contact that apply to the enemy. That contact allows the defending company to know where at least a portion of the attacking enemy is currently positioned. That contact can allow the enemy to know where a portion of the defending company is located. When the warning of enemy is received it needs to immediately disseminate and the defense needs to begin.

3-84. Key to the defense scheme of maneuver is the identification of the enemy COA. Adjustments to the enemy COA from the commander's scheme of maneuver needs to be controlled with mission command. Actions on contact need to yield actionable information that the company/team can react to. Effective fires, mass of combat forces and engagement/disengagement need to be executed. The company should try to force the enemy into its engagement areas, reinforce fires, add depth, block penetrations, restore positions, or counter attack to destroy enemy forces and seize the initiative.

ASSESS

3-85. Assessment is continuous throughout the completion of prepare and execution phases. The Stryker company commander's assessment reveals threats to the chosen defensive scheme, suggests improvements to effectiveness, and reveals opportunities. The company commander determines the differences (variances) between the actual situation and what the original defensive scheme forecasted the situation would be at any given time based on the commander's own observations and reports from the company's subordinate organic units and any attachments. The commander's evaluation of these variances considers whether the desired conditions have changed, are no longer achievable, or are not achievable if the company continues to execute the original defensive scheme. The commander makes adjustments to that defensive scheme and issues the necessary oral orders (see figure 3-3). These adjustments may have been previously developed as part of a previously developed decision support template. They include assigning

new tasks to subordinates, reprioritizing support, and significantly modifying the chosen defensive course of action.



Legend: EA = engagement area, FPF = final protective fire, FASCAM = family of scatterable mines, MGS = mobile gun system, NAI = named area of interest

Figure 3-3. Defense of a linear obstacle

SECTION III – PERIMETER DEFENSE

3-86. A perimeter defense is a defense oriented in all directions. The SBCT Infantry rifle company uses it for self-security, and to protect other units located within the perimeter. The SBCT rifle company can employ a perimeter defense in urban or woodland terrain. In terms of positioning forces, weapons emplacement, direct and indirect fire integration, and reserve employment, the commander conducting a perimeter defense plans to respond to the widest possible range of enemy actions. The SBCT Infantry rifle company might be called upon to execute the perimeter defense under a variety of conditions, including—

- When it secures itself against attacks in an urban area. This technique may apply if the company conserves or builds combat power to execute offensive or patrolling.
 - When it holds critical terrain in areas where the defense is not tied in with adjacent units.
 - When it has been bypassed and isolated by the enemy and when to defend in place.
 - When it conducts occupation of an independent assembly area or reserve position.
 - When it begins preparation of a strong point.
 - When it is directed to concentrate fires into two or more adjacent avenues of approach.
- 3-87. The commander should consider the following while in a perimeter defense:
- Placing security as far out as possible. Maximize the use of optics and sensors to provide early warning.
 - Positioning antiarmor weapons and MGS vehicles in protected positions, and concentrating their fires on armor avenues of approach and related EAs.
 - Building protected positions that allow the RWS to engage targets without exposing the hull of the Stryker vehicle.
 - Maintaining a reserve, usually a squad-size element with their Stryker vehicle for a company.
 - Retention of key terrain.
 - Location of the reserve and criteria to deploy them.
 - Mission control.
 - Sustainment operations and sustainment security.

PLANNING AND PREPARING

3-88. Planning for a perimeter defense can be deliberate or executed as a battle drill to be utilized on command. Estimated time spent occupying a location of the perimeter defense determines the level of planning and coordination involved. The longer the time of occupation the more built up the defensive perimeter should be. An example of a long term perimeter defense is a combat outpost that requires barriers, structures, additional communication assets, and engineer support. Hasty perimeter defense can be established quickly during security halts by forming a perimeter with Stryker vehicles. Preparing a perimeter defense is a continuous ongoing task that is conducted with the company commander establishing priorities of work. Perimeter defenses are prepared in this order:

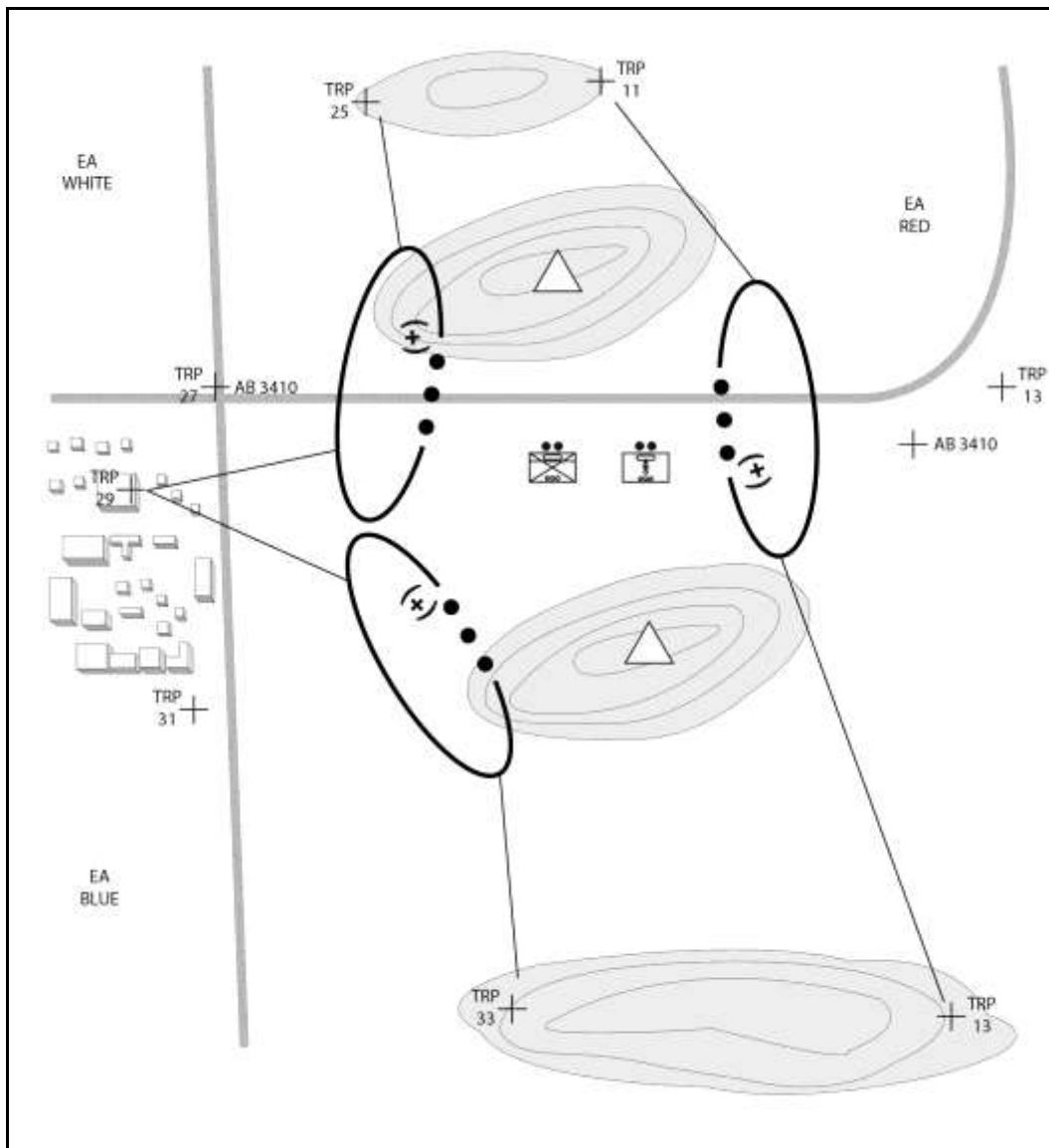
- Reconnaissance of the area to defend.
- Occupation of the area.
- Establish security.
- Begin priorities of work.

EXECUTING

3-89. The company commander organizes his forces according to the perimeter defense plan (see figure 3-4). He places his most casualty producing weapon system first at the most likely enemy avenue of approach and tries to use the maximize effective the range of the MGS. The remainder of the Stryker vehicles forms a perimeter in their assigned areas. Infantry establish defensive positions to ensure that the perimeter is completely covered 360 degrees. Normally, Infantry seek higher ground forward of their ICV to provide better security to their position. They emplace their Javelins and use the optics on the CLU to increase their site range. The mortar section and company headquarters section usually locate in the center of the perimeter. The mortar section establishes a mortar fire position (MFP) with its dismounted 60-mm mortars and mounted 120-mm mortars. Once the perimeter is formed and the commander establishes his priorities of work, he can begin to send out security patrols.

ASSESSING

3-90. Adjustments in the perimeter are constant to ensure the security. The leaders should constantly check, inspect and update the perimeter defense plan. All adjustments need to be communicated to the commander. He is responsible for the coordination of the perimeter.



Legend: EA = engagement area, TRP = target reference point

Figure 3-4. Perimeter defense

SECTION IV – REVERSE-SLOPE DEFENSE

3-91. An alternative to defending on the forward slope of a hill or a ridge is to defend on a reverse slope. In such a defense, the SBCT Infantry rifle company is deployed on terrain that is masked from enemy direct fire and ground observation by the crest of a hill. Although some units and weapons might be positioned on the forward slope, the crest, or the counterslope (a forward slope of a hill to the rear of a reverse slope), most forces are on the reverse slope. The key to this defense is control of the crest by direct fire.

3-92. The commander can adopt a reverse slope position when—

- Enemy fire makes the forward slope untenable.
- Lack of cover and concealment on the forward slope makes it untenable.

- The forward slope has been lost or has not yet been gained.
- The forward slope is exposed to enemy direct fire weapons fired from beyond the effective range of the defender's weapons. Moving to the reverse slope removes the attacker's standoff advantage.
- The terrain on the reverse slope provides better fields of fire than the forward slope.
- The defender avoids creating a dangerous salient or reentrant in friendly lines.
- Surprising and deceiving the enemy as to the true location of the SBCT Infantry battalion defensive positions is essential.

3-93. When executing a reverse slope defense, the SBCT Infantry rifle company commander places special emphasis on—

- A fire support plan to prevent the enemy's occupation and use of the crest of the hill.
- The use of OPs or reconnaissance elements on the forward slope to provide observation across the entire front and security to the main battle positions.
- A counterattack plan that specifies measures necessary to clear the crest or regain it from the enemy.
- Fire support to destroy, disrupt, and attrite enemy forces on the forward slope.

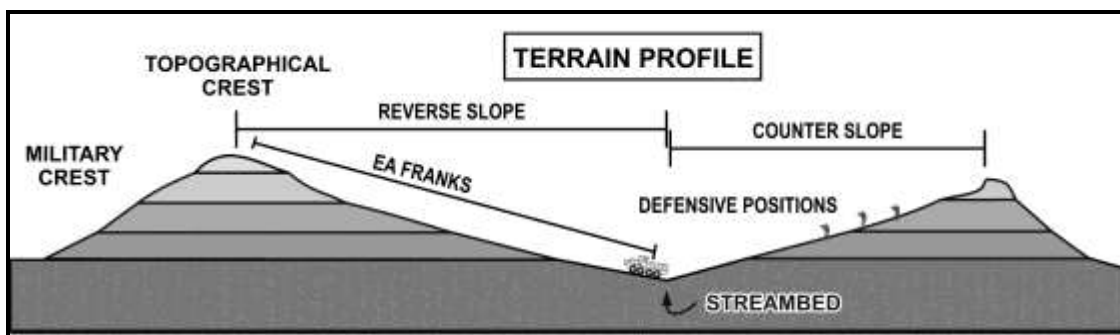
3-94. The forward edge of the position should be within small arms range of the crest. It should be far enough from the crest that fields of fire allow the defender time to place well-aimed fire on the enemy before he reaches friendly positions. The company can deploy the sniper team or establish OPs on or forward of the topographical crest. This allows long-range precision fires, observation, and early warning over the entire front and indirect fire coverage of forward obstacles. OPs are usually provided by the unit that owns the terrain being observed, and may vary in size from a few Soldiers to a reinforced squad. They should include FOs; their number should be increased to improve security at night.

SPECIAL CONSIDERATIONS

3-95. The following are considerations that commanders may apply when defending on a reverse slope:

- Observation of the enemy is more difficult. Soldiers in this position see forward no farther than the crest. This makes it hard to determine exactly where the enemy is as he advances, especially when visibility is poor. OPs are placed forward of the topographic crest for early warning and long-range observation.
- Displacing from the reverse slope defense is difficult because the defender must move up a hill. The defender is decisively engaged in a reverse slope defense.
- Fields of fire are usually short negating weapon range advantages. Normally, the defender has the opportunity to engage with direct fire weapon systems first.
- Obstacles on the forward slope can be covered only with indirect fire or by units on the flanks of the company unless some weapons systems are initially placed forward.
- If the enemy gains the crest, he can assault downhill. This may give him a psychological advantage.
- If OPs are insufficient or improperly placed, the defenders might have to fight an enemy who suddenly appears in strength at close range.

3-96. The slope degrades the enemy from being able to conduct reconnaissance and retreat if committed to an attack. The Stryker vehicles can provide direct fire with their mounted crew served weapons and maneuver to positions of tactical advantage. (See figure 3-5.)



Legend: EA = engagement area

Figure 3-5. Reverse slope considerations

PLAN

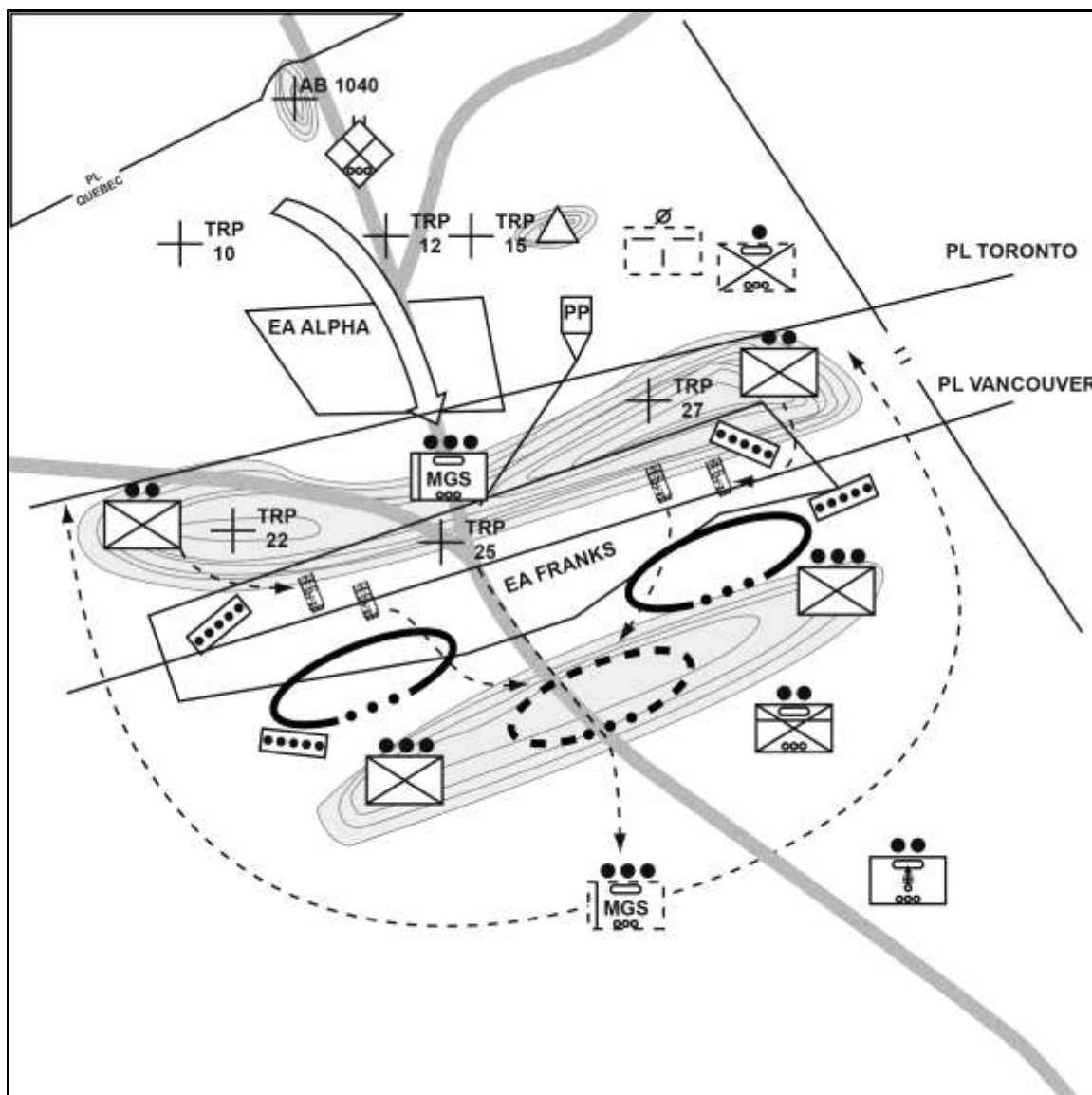
3-97. Planning for a reverse slope defense will require thorough IPB analysis during the planning phase. Anticipation of how the enemy will react when it encounters the defense requires detailed analysis and understanding. Making a defensive plan will require determining where the enemy descends either by combat information, reconnaissance, or intelligence. By identifying where the enemy descends allows the company commander time to mass effective fires on the enemy force.

PREPARE

3-98. Preparing for the reverse slope defense begins with the assembling of the company task organization and the completion of TLPs. Strong emphasis should be placed on concealing defensive positions, channeling the enemy into EAs, and blocking attempts to occupy dead space by emplacing obstacles and covering with indirect fires.

EXECUTE

3-99. Execution begins with warning or contact with the enemy force. Warning can come from the adjacent, higher, or organic forces. Ideally direct fire contact should be initiated by friendly forces, due to the close proximity of the enemy forces in a reverse slope defense (see figure 3-6 on page 3-21). The commander should quickly assess his defensive plan if an enemy force initiates contact.



Legend: EA = engagement area, MGS = mobile gun system, PL = phase line, TRP = target reference point

Figure 3-6. SBCT Example of a reverse slope

Note. FIGURE 3-6 SCENARIO — The company commander places the sniper team, MGS platoon, and a Stryker Infantry rifle platoon forward. The forward Infantry platoon splits into sections, dismount, and secure the high ground on the flanks of the MGS platoon. They engage the enemy in engagement area (EA) Alpha to draw them in. On order, the forward element disengages and repositions. The Stryker Infantry rifle platoon consolidates in its secondary position. The MGS platoon moves to a reserve or striker force behind the second hill. The company engages the remaining enemy force in EAs Echo, Omega, and Zulu in a reverse slope defense. (See figure 3-7 on page 3-23.)

ASSESS

3-100. Assessment is continuous throughout the completion of prepare and execution phases. Identification of commander's critical information requirement (CCIR) assists the assessments with the decision support templates or the commanders' orders. Assessment will force the commander to determine commitment of the reserve force, engagement/break contact, consolidate and reorganize, counterattack, or recommend pursuit.

SECTION V – ENGAGEMENT AREA DEVELOPMENT

3-101. The EA is where the commander intends to trap and destroy an enemy force using the massed fires of all available weapons. By studying the terrain, the commander tries to determine the principal enemy and friendly heavy, light, and air avenues of approach. The commander determines the most advantageous area for the enemy's main attack, as well as other mission variables of observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment (OAKOC). (See ATP 3-34.80 for a detailed discussion of OAKOC.)

3-102. The success of any engagement depends on how effectively the commander can integrate the obstacle plan, the indirect fire plan, and the direct fire plan within the EA to achieve the SBCT Infantry rifle company's tactical purpose.

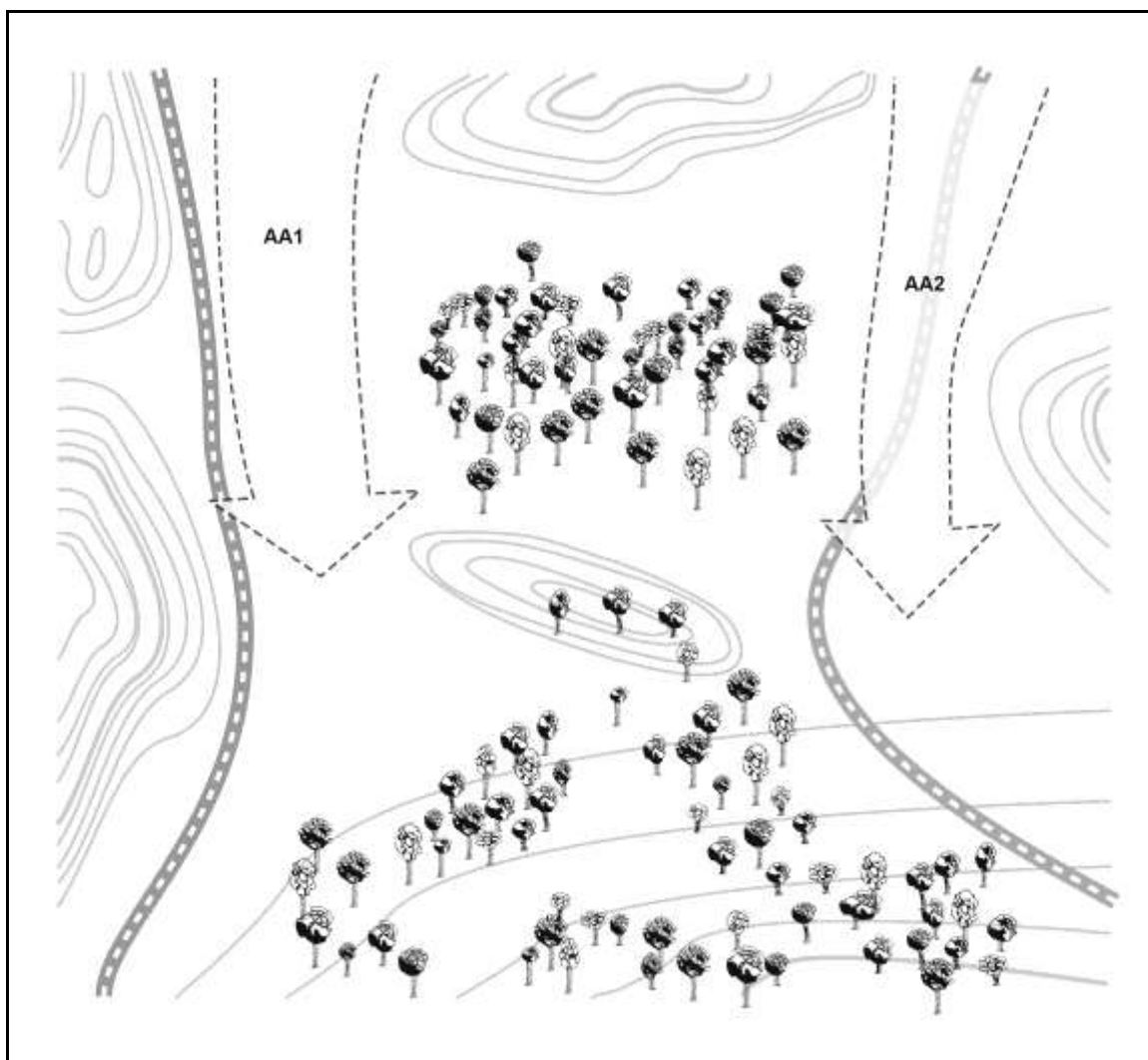
3-103. At the company level, EA development is a complex function, demanding parallel planning and preparation if the company is to accomplish the tasks for which it is responsible. Despite this complexity, EA development resembles a drill in that the commander and his subordinate leaders use an orderly, fairly standard set of procedures. The steps of EA development are not a rigid sequential process; some steps may occur simultaneously to ensure the synergy of combined arms. The development process covers these steps beginning with evaluation of METT-TC variables:

- Identify all likely enemy avenues of approach.
- Determine likely enemy schemes of maneuver.
- Determine where to kill the enemy.
- Plan and integrate obstacles.
- Emplace weapons systems.
- Plan and integrate indirect fires.
- Rehearse the execution of operations in the EA.

IDENTIFY LIKELY ENEMY AVENUES OF APPROACH

3-104. The company commander and the COIST, if available, can use the following techniques and considerations when identifying the enemy's likely avenues of approach (see figure 3-7 on page 3-23):

- Conduct initial reconnaissance of the terrain using OAKOC. If possible, do this from the enemy's perspective along each avenue of approach into the sector of fire or EA. FBCB2 can graphically assist the company commander by building a Modified Combined Obstacle Overlay (MCOO).
- Identify key and decisive terrain. This includes locations that afford positions of advantage over the enemy, and natural obstacles and choke points that restrict forward movement.
- Determine which avenues provide cover and concealment for the enemy while allowing him to maintain his tempo. FBCB2 can graphically assist the company commander by showing line of sight data.
- Determine which terrain the enemy is likely to use to support each avenue.
- Evaluate lateral routes adjoining each avenue of approach.



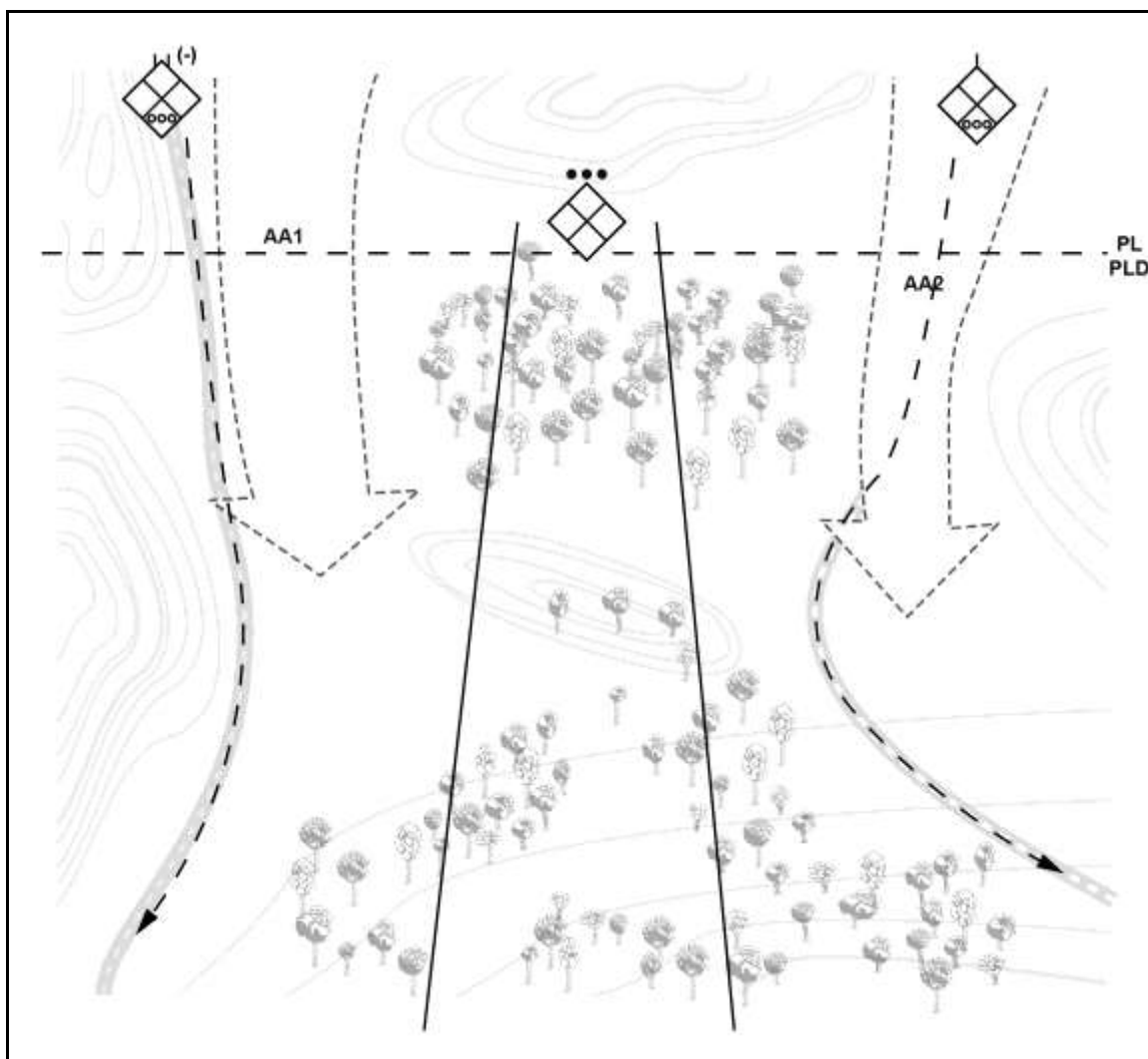
Legend: AA = avenue of approach

Figure 3-7. Likely enemy avenues of approach

DETERMINE ENEMY SCHEME OF MANEUVER

3-105. The SBCT Infantry rifle company commander and COIST, if available, can use the following considerations when determining the enemy's scheme of maneuver (see figure 3-8):

- Determine how the enemy will structure the attack.
- Determine how the enemy will use his reconnaissance assets. Will he attempt to infiltrate friendly positions?
- Determine where and when the enemy will change formations or establish support by fire positions.
- Determine where, when, and how the enemy will conduct his assault or breaching operations.
- Determine where and when he will commit follow-on forces.
- Determine the enemy's expected rates of movement.
- Assess the effects of his combat multipliers, the anticipated locations, and areas of employment.
- Determine what reactions the enemy is likely to have in response to projected friendly actions.



Legend: AA = avenue of approach, PL = phase line, PLD = probable line of deployment

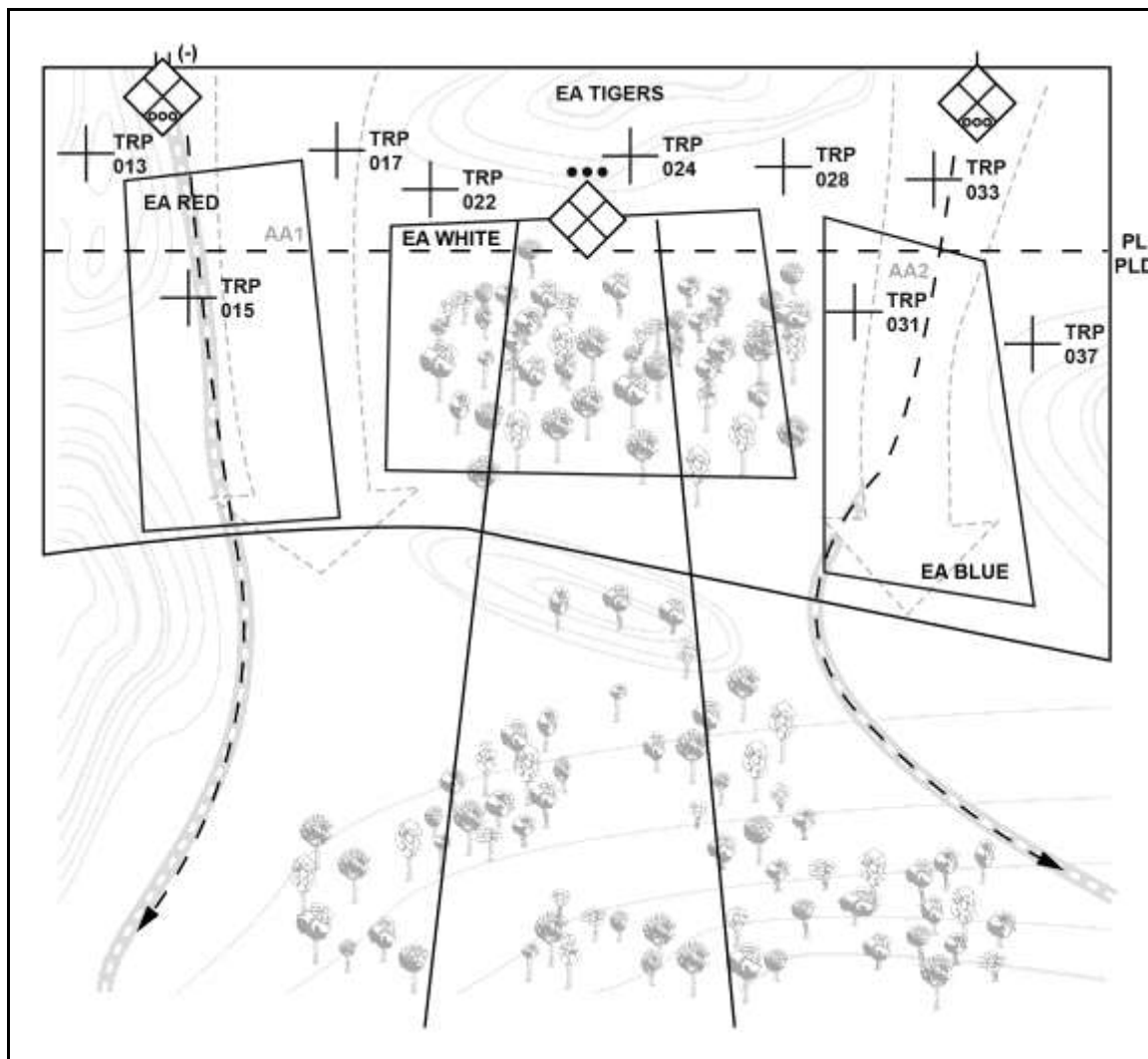
Figure 3-8. Example enemy scheme

DETERMINE WHERE TO ENGAGE THE ENEMY

3-106. The following steps identify and mark where the SBCT Infantry rifle company will engage the enemy (see figure 3-9 on page 3-25):

- Identify TRPs that match the enemy's scheme of maneuver allowing the SBCT Infantry rifle company to identify where it will engage enemy forces through the depth of the sector of fire.
- Identify and record the exact location, composition, and intent of each TRP. TRPs within the SBCT can be of different composition because of the use of different weapon systems to engage different types of targets. For example thermal sights are used to ensure visibility at the appropriate range under varying conditions when marking TRPs from MGS and RWS. Daylight and limited visibility TRPs can be used by infantry for because of their weapon sights.
- Determine how many weapons systems will engage fires on each TRP to achieve the desired end state.
- Determine engagement lines for all weapons systems.
- Determine which platoons will mass fires on each TRP.

- Establish EAs around TRPs.
- Develop the direct fire planning measures necessary to fire at each TRP.



Legend: EA = engagement area, PL = phase line, PLD = probable line of deployment, TRP = target reference point

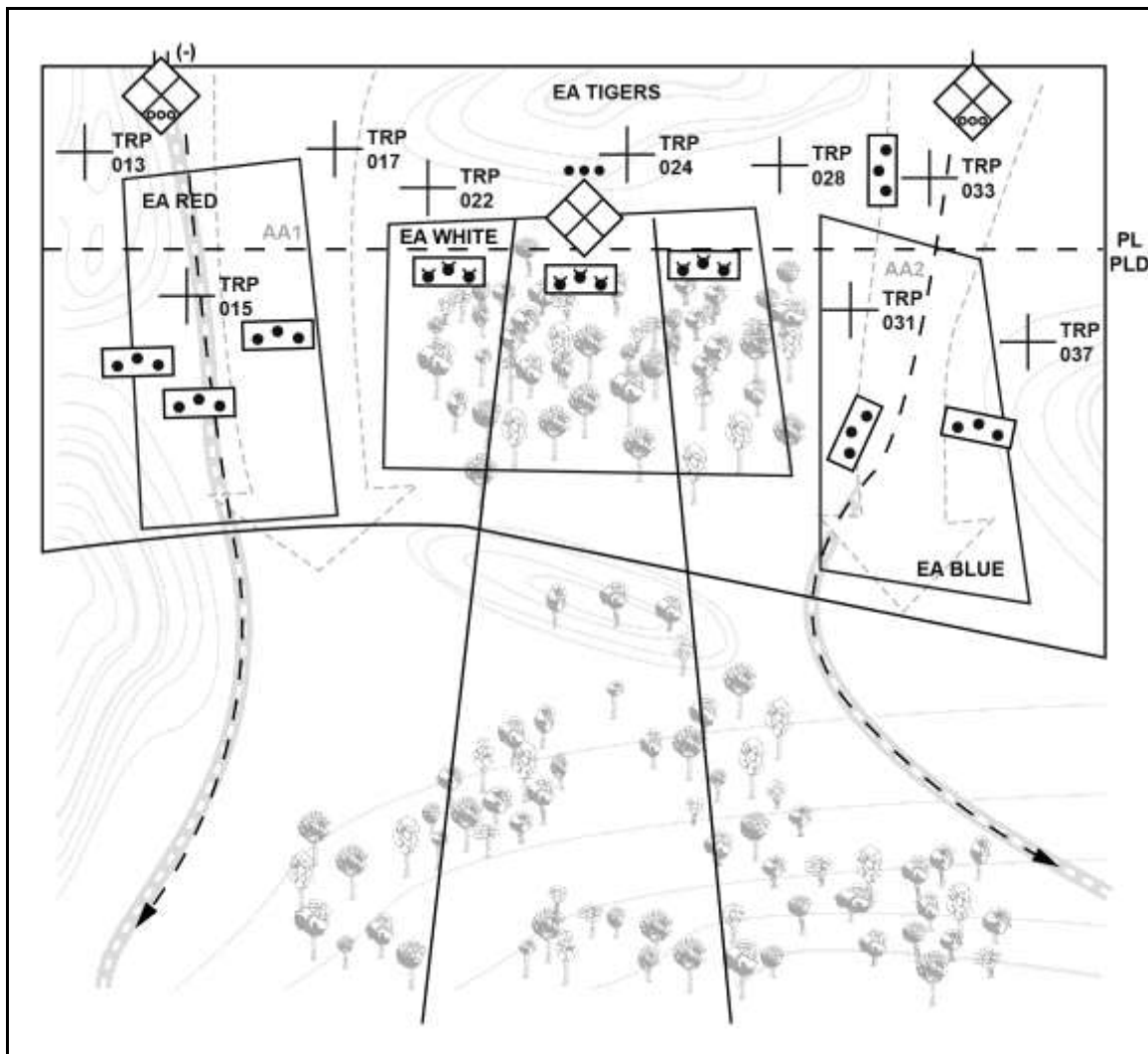
Figure 3-9. Where to engage the enemy

PLAN AND INTEGRATE OBSTACLES

3-107. The following steps apply in planning and integrating obstacles in the SBCT Infantry rifle company defense (see figure 3-10):

- Determine the obstacle group's intent confirming the target, relative location, and effect. Ensure intent supports the task force scheme of maneuver.
- Identify, site, and mark the obstacles within the obstacle group.
- Integrate protective obstacle types and locations within SBCT Infantry rifle company defense.
- Ensure coverage of all obstacles with direct fires.
- Assign responsibility for guides and lane closure, as required.
- Emplace obstacles based on analysis of the mission variables of METT-TC, secure Class IV and V point, secure mine dump, or secure obstacle work sites.

- Coordinate engineer disengagement criteria, actions on contact, and security requirements with the engineer platoon leader at the obstacle work site if the company is supported by an engineer platoon.



Legend: EA = engagement area, PL = phase line, PLD = probable line of deployment, TRP = target reference point

Figure 3-10. Integrate obstacles

EMPLACE WEAPONS SYSTEMS

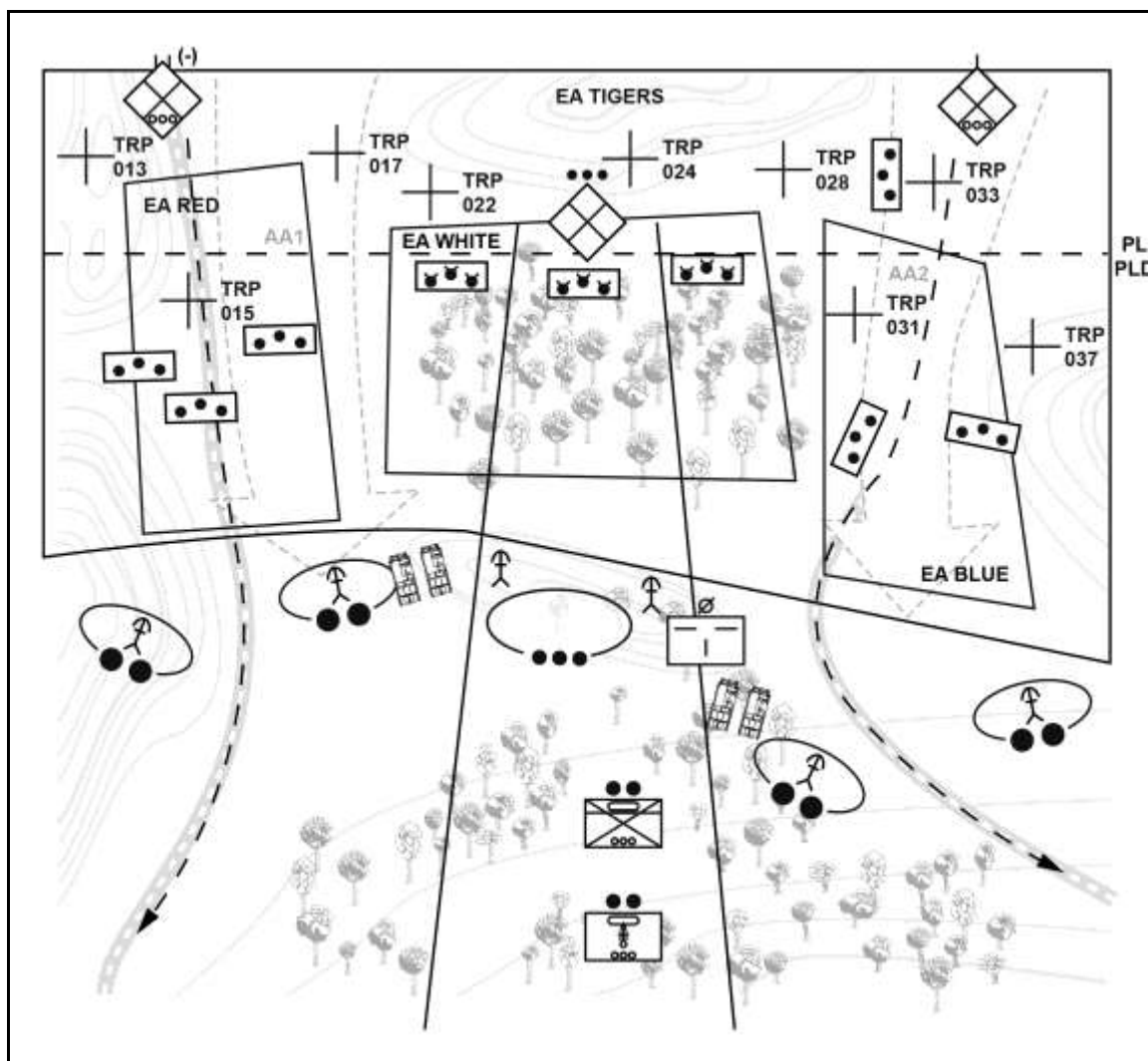
3-108. The following steps apply when selecting and improving BPs and emplacing the SBCT Infantry rifle companies vehicles, crew-served weapons systems, and Infantry positions (see figure 3-11 on page 3-27):

- Select tentative platoon BPs.

Note. When possible, select these while moving in the EA. Using the enemy’s perspective enables the commander to assess survivability of the positions.

- Conduct a leader’s reconnaissance of the tentative BPs.
- Drive the EA to confirm that selected positions are tactically advantageous.

- Confirm and mark the selected BPs.
- Ensure that BPs do not conflict with those of adjacent units and that they are effectively tied in with adjacent positions.
- Select primary, alternate, and supplementary fighting positions to achieve the desired effect for each EA.
- Ensure that platoon leaders, PSGs, vehicle commanders, or Infantry squad leaders position weapons systems so that each EA is effectively covered by the required number of weapons, vehicles, or platoons.
- Ensure that positions allow vehicle commanders, loaders, or gunners (as applicable for each vehicle or weapons system) to observe the EA and engage enemy forces from the hull down position.
- Stake vehicle or weapons system positions according to unit SOP so that the vehicle or weapon system positions can be hardened by the construction of fighting or survivability positions.
- Confirm all vehicle or weapons system positions.



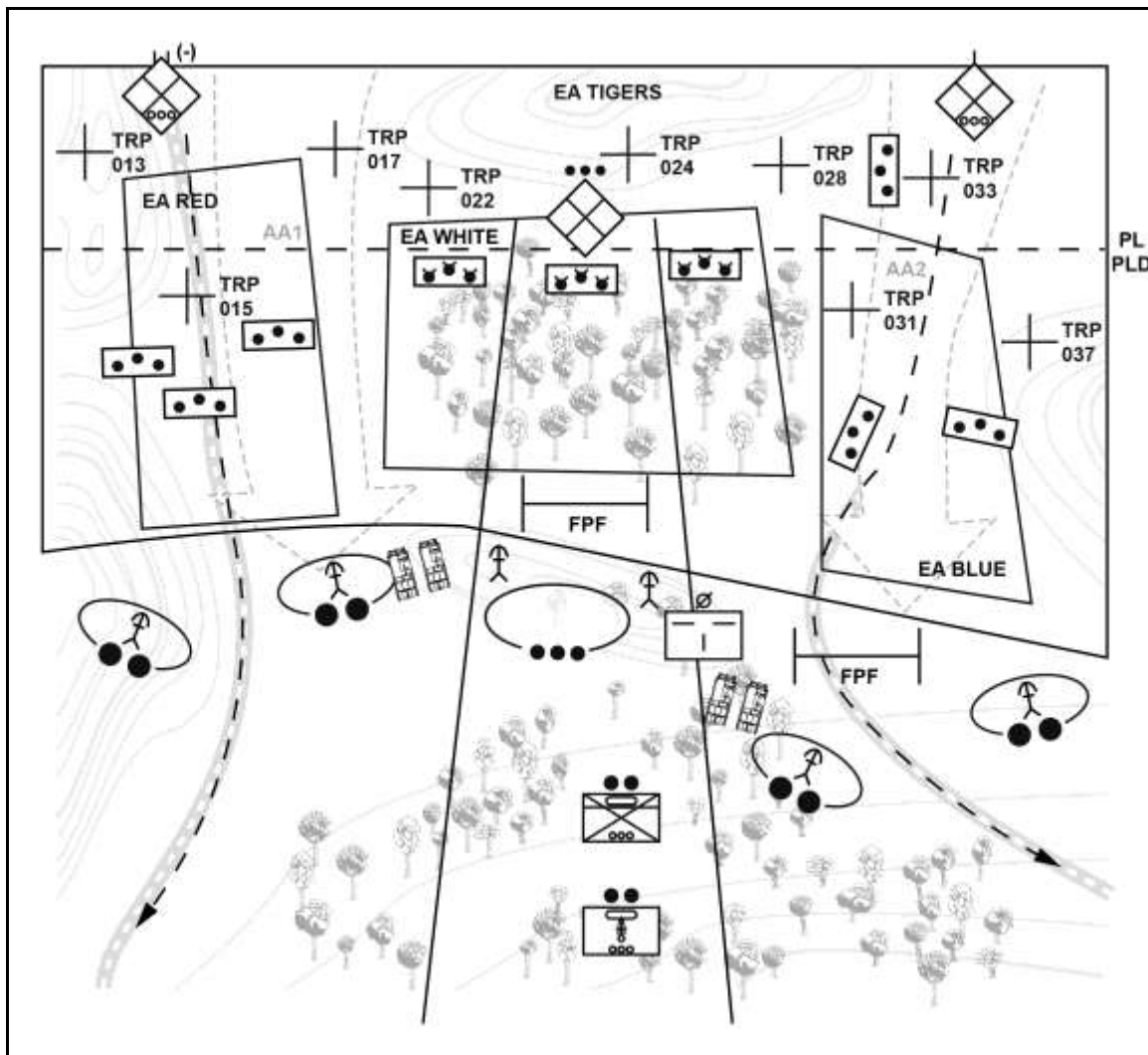
Legend: EA = engagement area, PL = phase line, PLD = probable line of deployment, TRP = target reference point

Figure 3-11. Emplace weapons systems

PLAN AND INTEGRATE INDIRECT FIRES

3-109. The following steps apply in planning and integrating indirect fires (see figure 3-12):

- Determine the purpose of fires.
- Determine where that purpose will best be achieved.
- Establish the observation plan with redundancy for each target. Observers will include the FIST and members of maneuver elements with fire support responsibilities.
- Establish triggers based on enemy movement rates.
- Obtain accurate target locations using survey or navigational equipment.
- Refine target locations to ensure coverage of obstacles.
- Adjust artillery and mortar targets.
- Plan FPF.
- Request critical friendly zone (CFZ) for maneuver units and no fire areas (NFAs) for OPs and forward positions.



Legend: EA = engagement area, FPF = final protective fire, PL = phase line, PLD = probable line of deployment, TRP = target reference point

Figure 3-12. Integrate indirect fires

ENGAGEMENT AREA REHEARSAL

3-110. The purpose of this rehearsal is to ensure that every leader and Soldier understands the plan and that elements are prepared to cover their assigned areas with direct and indirect fires. Although the SBCT Infantry rifle company commander has several options, the most common and most effective type is the mounted rehearsal. One technique for the mounted rehearsal in the defense is to have the SBCT Infantry rifle company trains, under the control of the company XO, move through the EA to depict the enemy force while the commander and subordinate platoons rehearse the operation from the company BP. The rehearsal should cover the following actions:

- Rearward passage of security forces (as required).
- Closure of lanes (as required).
- Movement from the hide position to the BP.
- Use of fire commands, triggers, or maximum engagement lines (MEL) to initiate direct and indirect fires.
- Shifting of fires to concentrate and redistribute fire effects.
- Preparation and transmission of critical reports using FM and digital systems (as applicable).
- Assessment of enemy weapons systems effects.
- Displacement to alternate, supplementary, or subsequent BPs.
- Cross-leveling or resupply of Class V.
- Evacuation of casualties.

3-111. The SBCT Infantry rifle company commander should coordinate the rehearsal with the SBCT Infantry battalion to ensure that other units' rehearsals do not conflict with his own. Coordination leads to efficient use of planning and preparation time for all SBCT Infantry battalion units. It eliminates the danger of misidentification of friendly forces in the rehearsal area, which could result in fratricide.

SECTION VI – TRANSITIONS

3-112. During the planning for any operation, the commander discerns the follow-on missions from the higher headquarters' OPORD and begins to plan how they intend to achieve them. The SBCT Infantry rifle company pauses to consolidate and reorganize before the next operation. If required, the commander decides the best time and location that facilitates future operations and provides security. (Refer to FM 3-90-1 for more information.)

CONSOLIDATION

3-113. The company commander plans and prepares for this phase of the operation as part of his TLPs for the entire mission. He ensures that the company is ready to conduct the following actions that usually are part of consolidation:

- Eliminate enemy resistance on the objective.
- Establish security beyond the objective by securing areas that may be the source of enemy direct fires or enemy artillery observation.
- Establish additional security measures such as OPs and patrols.
- Prepare for and assist the passage of follow-on forces (if required).
- Continue to improve security by conducting other necessary defensive actions. These defensive actions include EA development, direct fire planning, and BP preparation.
- Adjust FPF and register targets along likely mounted and dismounted avenues of approach.
- Protect the obstacle reduction effort.
- Secure EPW and detainees.
- Prepare for the enemy counterattack.

REORGANIZATION

3-114. Reorganization usually is conducted concurrently with consolidation. It consists of actions taken to prepare the SBCT Infantry rifle company for follow-on operations. As with consolidation, the company commander plans and prepares for reorganization as he conducts his TLPs. He ensures that the company takes the following actions:

- Provide essential medical treatment and arrange for MEDEVAC of the sick, injured, and wounded as needed.
- Treat and evacuate wounded EPWs and detainees and process the remainder of EPWs and detainees.
- Cross-level personnel and adjust task organization when necessary to support the next phase or mission.
- Conducts resupply operations, to include rearming and refueling.
- Redistribute ammunition and other supplies.
- Conduct required maintenance.
- Continue improvement of defensive positions, as needed.

CONTINUING OPERATIONS

3-115. The SBCT Infantry rifle company may continue the defense, or if ordered, transition to focus on the conduct of offensive or stability tasks at the conclusion of an engagement. The commander considers the higher commander's concept of operations, friendly capabilities, and the enemy situation when making this decision. All missions should include plans for exploiting success or assuming a defense.

TRANSITION TO RETROGRADE

3-116. A defending commander may transition from participating in a higher echelon's area or mobile defense to the retrograde as a part of continuing operations. A retrograde usually involves a combination of delay, withdrawal, and retirement operations. These operations may occur simultaneously or sequentially. As in other operations, the commander's concept of operations and intent drive planning for retrograde operations. Each form of retrograde operation has its unique planning considerations, but considerations common to all retrograde operations are risk, the need for synchronization, and rear operations.

TRANSITION TO OFFENSE

3-117. Higher headquarters may order the SBCT Infantry rifle company to conduct an attack, movement to contact, or participate in exploitation. In some cases, the defensive tasks might immediately transition into a pursuit.

3-118. The company may execute a counterattack to destroy exposed enemy elements and free decisively engaged friendly elements. A base of fire element suppresses or fixes the enemy force while the counterattack (maneuver) element moves on a concealed route to a subsequent battle position to engage the enemy in the flank or rear. The counterattack element maneuvers rapidly to its firing position, often fighting through enemy flank security elements, to complete the counterattack before the enemy can bring follow-on forces forward to influence the fight.

3-119. Execution of the counterattack is similar to that for an attack by fire. Planning and preparation considerations for the counterattack vary depending on the purpose and location of the operation. (For example, the counterattack may be conducted forward of friendly positions, requiring the reserve force to move around friendly elements and through their protective and tactical obstacles.) In other situations, the commander may use a counterattack by fire to block, fix, or contain a penetration. In any case, the reserve force conducts the counterattack as an enemy-oriented operation.

TRANSITION TO OPERATION FOCUSED ON STABILITY TASKS

3-120. The SBCT Infantry rifle company commander should plan a defensive contingency with on-order offensive missions in an operation focused on stability tasks that could deteriorate. Subordinate leaders need to be fully trained to recognize activities that would initiate this transition such as the disbandment of government or conventional security forces.

3-121. Company commanders and Soldiers need to be aware that elements of the BCT could be conducting offensive, defensive, and stability tasks simultaneously within a small radius of each other. ROE is assessed, updated, disseminated, and trained on while this transition occurs. Establishing security within the area of operation for civilian population may call for a rapid response and initiative. The Stryker Infantry rifle company makes these transitions rapidly through dissemination of information with Mission Command Systems, leadership that takes the initiative, and active reconnaissance.

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Chapter 4

Stability

Stability components of operations leverage the coercive and constructive capabilities of the military force to establish a safe and secure environment, facilitate reconciliation between local or regional adversaries; establish political, legal, social, and economic institutions; and facilitate the transition of responsibility to a legitimate civil authority. This chapter discusses SBCT Infantry rifle company role in support to stability tasks. It addresses SBCT Infantry rifle company, planning and operations considerations, and transitions.

SECTION I – OVERVIEW OF STABILITY

4-1. *Stabilization* is the process by which underlying tensions that might lead to resurgence in violence and a breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development (ADRP 1-02). *Stability operations* encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment; provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0).

STABILITY FRAMEWORK

4-2. A stability framework based on conditions within the area of operations of initial response, transformation, and fostering stability, helps the unit determine the required training and task organization of forces prior to initial deployment, and serves as a guide to actions in an operation focused on stability tasks. (Refer to ATP 3-07.5 for more information.) Stability tasks occur in three phases described in the following paragraphs. These phases facilitate identifying lead responsibilities and determining priorities and describe the conditions on the operational environment.

INITIAL RESPONSE PHASE

4-3. These actions generally reflect activity executed to stabilize a crisis state in the area of operations. Army conventional force units typically perform initial response actions during, or directly after, a conflict or disaster in which the security situation prohibits the introduction of civilian personnel. Initial response actions aim to provide a secure environment that allows relief forces to attend to the immediate humanitarian needs of the local population. They reduce the level of violence and human suffering while creating conditions that enable other actors to participate safely in relief efforts.

TRANSFORMATION PHASE

4-4. Stabilization, reconstruction, and capacity-building are transformation phase actions that are performed in a relatively secure environment. Transformation phase actions take place in either crisis or vulnerable states. There is the presence of a legitimate authority either interim or established as well as indigenous host nation security forces. These actions aim to build host-nation capacity across multiple sectors. Transformation phase actions are essential to the continuing stability of the environment. These actions are essential to fostering stability within the area.

FOSTERING SUSTAINABILITY PHASE

4-5. These are actions that encompass long-term efforts, which capitalize on capacity building and reconstruction activities. Successful accomplishment of these actions establishes conditions that enable sustainable development. Usually military forces perform fostering sustainability phase actions only when the security environment is stable enough to support efforts to implement the long-term programs that

commit to the viability of the institutions and economy of the host nation. Often military forces conduct these long-term efforts to support broader, civilian-led efforts.

STABILITY PRINCIPLES

4-6. The SBCT applies stability principles to conduct their operations. The SBCT Infantry rifle company must understand the stability principles as they guide the higher commander intent for operations that they participate in.

CONFLICT TRANSFORMATION

4-7. *Conflict transformation* is the process of converting the actors and conditions that motivate violent conflict into the governmental process to address the causes of instability (ADRP 3-07). It aims to set the host nation on a sustainable, positive trajectory in which transformational processes directly address the dynamics causing instability.

UNITY OF EFFORT

4-8. Military operations typically demand unity of command, the challenge for military and civilian leaders is to forge unity of effort or unity of purpose among the diverse array of actors involved in a stability operation. This is the essence of *unified action*: the synchronization, coordination, and integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1). *Unity of effort* is the coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization which is the product of successful unified action (JP 1). Unity of effort is fundamental to successfully incorporating all the instruments of national power in a collaborative approach when conducting stability tasks in operations.

LEGITIMACY AND HOST-NATION OWNERSHIP

4-9. Legitimacy is a condition based upon the perception by specific audiences of the legality, morality, or rightness of a set of actions, and of the propriety of the authority of the individuals or organizations in taking them. Legitimacy enables host-nation ownership by building trust and confidence among the people. The principle of legitimacy impacts every aspect of operations from every conceivable perspective. Legitimacy of the host-nation government and mission enables successful operations characterized by stability tasks.

BUILDING PARTNER CAPACITY

4-10. Building partner capacity is the outcome of comprehensive inter-organizational activities, programs, and military-to-military engagements that enhance the ability of partners to establish security, governance, economic development, essential services, and other critical government functions. Brigades apply a comprehensive approach to sustained engagement with foreign and domestic partners to co-develop mutually beneficial capabilities and capacities to address shared global interests. Unified action is an indispensable feature of building partner capacity. In operations characterized by stability tasks, unified action to enhance the ability of partners for security, governance, economic development, essential services, and other critical government functions exemplifies building partner capacity.

STABILITY TASKS

4-11. Army forces conduct the following five primary stability tasks: establish civil security, establish civil control, restore essential services, support to governance, and support to economic and infrastructure development. At brigade level and below, the primary stability tasks are too broad to direct effort to execute independently. They require partnership with outside organizations because they ultimately invoke political objectives executed in partnership with civic, security, humanitarian, and military organizations. At lower tactical echelons efforts require understanding of specific aspects of the local situation to identify and mitigate sources of instability. The SBCT Infantry rifle company uses the acronym SWEAT-MSO (sewage, water, electricity, academics, trash, medical, security, and other considerations), and PMESII-PT (Political, Military, Economic, Social, Infrastructure, Information, Physical Environment, and Time) to address the need to bring about stability in their area of operation. (Refer to ATP 3-07.5 for more information on stability techniques.)

4-12. The SBCT Infantry rifle company makes the greatest contribution in establish civil security and establish civil control during the initial response and transformation phases of stability operations. Restore essential services, support to governance, support to economic infrastructure and development are tasks that the company must utilize partnership with unified action partners to improve. Unity of command and an understanding with all unified action partners to include civil affairs units, HNSF, HN government forces, international aid organizations, and so forth for a single focused direction of progress in these efforts is ideal.

ESTABLISH CIVIL SECURITY

4-13. Establishing civil security involves providing for the safety of the HN and its population, to include security from internal and external threats; it is essential to providing a safe and secure environment. Civil security includes a diverse set of activities. These range from enforcing peace agreements to conducting disarmament, demobilization, reintegration, and includes biometric identity data collection to identify criminal elements, known and suspected terrorists (KSTs), and other irregular forces.

4-14. Until a legitimate civil government can assume responsibility for the security, military forces perform the tasks associated with civil security. At the same time, they help develop HN security and police forces. Normally, the responsibility for establishing and maintaining civil security belongs to military forces from the onset of operations through transition, when HN security and police forces assume this role.

ESTABLISH CIVIL CONTROL

4-15. Establishing civil control is an initial step toward instituting stable, effective governance. Although establishing civil security may be the primary responsibility of military forces in a stability mission, this can only be accomplished by restoring civil control. Internal threats may manifest themselves as an insurgency, subversive elements within the population, organized crime, or general lawlessness.

4-16. Civil control regulates selected behavior and activities of individuals and groups. This control reduces risk to individuals or groups and promotes security. Curfews and traffic checkpoints, together with biometric identity data collection, are examples of civil control.

RESTORE ESSENTIAL SERVICES

4-17. The SBCT Infantry rifle company is capable of providing only minimal essential services. Normally, the military force supports other government, intergovernmental, and HN agencies improving essential services. However, a plan for providing emergency services include:

- Emergency medical care and rescue. The SBCT rifle company can participate in civic action program (MEDCAP) and other medical type events. However, most of the time this will need to be run by a higher echelon. MEDCAP can be very beneficial in gaining the trust of the local population.
- Providing food and water. The SBCT generally needs to be augmented to provide food and water to the local population. However, a plan for providing food and water should be made in case the need arises.
- Providing emergency shelter. The SBCT generally needs to be augmented to provide emergency shelter to the local population. However, a plan for providing emergency shelter should be made in case the need arises. This plan should be developed with higher echelons and with HNSF.

SUPPORT TO GOVERNANCE

4-18. Stability tasks establish conditions that enable interagency and HN actions to succeed. The military force focuses on transferring control to a legitimate civil authority according to the desired end state. The SBCT Infantry rifle company, as part of larger unit, can provide support to governance that could include the following:

- Support development of local governance.
- Support anticorruption initiatives.
- Regulate traffic, collect biometric identify data, and searches.
- Security for indigenous authorities.

- Properly detaining suspected criminals and properly holding criminal evidence for the HN's civil administration of justice.
- Training HNSF and police.
- Security at election sites and ballot transfers.

SUPPORT TO ECONOMIC AND INFRASTRUCTURE DEVELOPMENT

4-19. Support to economic and infrastructure development helps a HN develop capability and capacity in these areas. It may involve direct and indirect military assistance to local, regional, and national entities.

SECTION II – PLANNING CONSIDERATIONS

4-20. An SBCT Infantry rifle company is not independently capable of achieving the desired end state of stability tasks. The SBCT Infantry rifle company achieves success in stability through partnership at the local level by identifying and mitigating sources of instability through partnership and coordinated support from its higher headquarters in collaboration with their unified action partners. The SBCT Infantry rifle company performs company level missions, tasks, and activities that support the its higher headquarters efforts to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction and humanitarian relief, and foster economic development.

4-21. As combat operations clear and secure areas of hostile forces, part of the force secures critical infrastructure and populated areas. Establishing civil security and civil control and the provision of essential services are implied tasks for commanders during any mission. Commanders are legally obligated to minimize civilian suffering.

4-22. Commanders plan to minimize the effects of combat on the populace. Properly focused, effectively executed stability tasks prevent population centers from degenerating into civil unrest and becoming recruiting areas for opposition movements or insurgencies.

4-23. The commander plans for stability tasks in a manner similar to the offense and defense. The planning process is continuous, constantly adapting as the conditions of the OE are shaped by activities, both natural and human. The resultant plan fosters flexibility, initiative, and adaptability in the face of unforeseen events. The following warfighting functions discuss planning considerations and activities critical for mission success.

MISSION COMMAND

4-24. Stability tasks, present a unique challenge. Combat tasks typically focus on the defeat of an enemy force, stability task focus on the people. In setting the tone for planning, the commander provides the following:

- His understanding of the people, the area, and his forces.
- His intent and planning guidance.
- His concept of operations.

4-25. The commander's understanding of the OE ultimately determines the appropriate combination of stability and defeat mechanisms necessary to achieve the desired end state. The stability and defeat mechanisms are not limited to combat tasks but can rely on the perceptions that security forces make on the local population. At times, military forces intervene in an unstable situation where the security environment is actively violent in nature. In these cases, military forces may initially use defeat mechanisms to alter the conditions sufficiently to protect the civil populace. In a relatively benign environment where military forces primarily assist or facilitate civil efforts, the stability mechanisms will dominate.

4-26. Challenges for the Stryker Infantry rifle company are the mix of partnered, joint, and combined tasks during operations focused on stability. Mission command requires the ability to clearly communicate intent with security forces, HN government, and other nongovernment organizations (NGOs) for focused efforts and direction.

THE IMPORTANCE OF UNDERSTANDING CULTURE

4-27. Soldiers derive their effectiveness from their ability to understand and work with foreign counterparts from another culture. They need to understand enough of their own culture and their counterpart's culture to accurately convey ideas, concepts, and purpose without causing counterproductive consequences. Soldiers need to be aware of aspects of the local culture and history that influence behavior in their operational environment. Soldiers need to understand the reasons and motivations underlying personal interaction and practice patience when working with their counterparts. Group norms guide individual behavior, and Soldiers need to understand how individuals in a society tend to interact as members of a group, whether a race, ethnic, or kinship group. Cultural understanding is not derived from demographic information provided to the military through country briefs prior to deployment. It is gained from studying, interacting, and understanding the people, religion, history, customs, and social and political structures within an area. For true understanding, it is necessary to live among the people, gradually understanding the subtleties and nuances of their culture. Leaders in the SBCT Infantry rifle company ensures that Soldiers understand that the actions of one can have a positive or negative effect in the way that the entire unit is viewed by the local population. (Refer to ATP 3-07.10 for more information.)

MOVEMENT AND MANEUVER

4-28. Maneuver in stability environments continue to emphasize security over wide areas and in combined, joint, and partnered maneuver. Engagement skills (negotiation, rapport building, cultural awareness, and critical language phrases) are tools that leaders use during movement and maneuver to engage the local population. The intent is to create a stable environment that allows peace to take hold while ensuring the force is protected. Movement in operations focused on stability tasks is very deliberate. Time is the limiting factor due to the slow pace that security forces take; not just for their protection but also to be seen by the local population and influence their perception. Security patrols often take longer during stability tasks to allow the security force to vary their patterns, arrive at destinations in a timely manner to account for contingencies, and have leaders engage the local population.

4-29. The Stryker Infantry rifle company cannot provide security at all times and all places during wide area security tasks. Constant observation will be conducted by the local population and threat forces. A blend of covert and overt operations should be conducted to effectively provide wide areas security.

INTELLIGENCE

4-30. Intelligence plays an important role in the SBCT Infantry rifle company's accomplishment of a task. The commander uses every element available to collect information that helps him accomplish his mission. Every member of the company plays a role in gathering information to support the SBCT Infantry rifle company. Details of information from patrols should be collected from every member that participated. The information collected needs to be cross referenced, analyzed, and shared. The COIST manages the information collection effort to ensure every member of the company understands the information required and plays an active role in the collection of that information. This information is shared and analyzed by the S-2 to form intelligence. (Refer to Chapter 1 for more information on the COIST).

4-31. Interaction amongst the civilian population provides the greatest amount of information during stability tasks. Soldiers should interact with the civilian population according to the commanders PIR, and themes and messages to collect information.

FIRES

4-32. Although fire support planning for operations focused on stability is the same as for the offense and the defense the use of fire support may be restricted and limited. The commander integrates fire support into his tactical plan. Special considerations include the following:

- Procedures for the rapid clearance of fires.
- Close communication and coordination with HN officials.
- Increased security for indirect firing positions.
- Restricted use of certain munitions such as dual-purpose improved conventional munitions (DPICM), area denial artillery munition (ADAM), or remote antiarmor mine (RAAM).

- Presence of noncombatants.
- Protected structures.

4-33. The need for precision fires is greater in stability tasks. The need to destroy only the designated target with minimal collateral damage often makes our Army's technological and heavy weapons a disadvantage. The use of advanced precision fires from mortars, snipers, RWS, and MGS assists in mitigation of the physical collateral damage and communicating to the local population that every measure was taken to engage only the threat to preserve their safety.

SUSTAINMENT

4-34. The OE the SBCT Infantry rifle company operates in during stability tasks may be austere, creating special sustainment considerations. These factors include, but are not limited to, the following:

- Reliance on local procurement of certain items.
- Aerial resupply of certain classes and may include airlifted rotary-wing cargo sling loads and fixed-wing air drops.
- Ensure health service support and Class VIII supply and resupply operations meet unit operational support demands.
- Shortages of various critical items, to include repair parts, Class IV supply materials, and lubricants.
- Special Class V supply requirements (such as nonlethal munitions).
- Reliance on bottled water.
- Class IV supplies for construction of fixed OPs and checkpoints.
- Use of facilities or new construction for quarters; water, sewer, and power utilities; and reinforced hardstand areas for maintenance.
- Barriers or berms to protect ammunition and fuel.
- Biometric identity data vetting of locally employed personnel (LEPs) and other HN support.

4-35. An FSC in the SBCT BSB is task-organized to the Infantry battalion to provide support. The company XO should be in direct contact with elements of the FSC and BSB, and the Infantry battalion S-4 to coordinate logistics. The ISG oversees the arrival, security, and distribution to the Stryker Infantry rifle company. The company supply sergeant consolidates, orders, and accounts for all supply requests. These requests should come from the platoon sergeants and section NCOICs and reviewed by the commander to ensure that they are able to continue operations.

PROTECTION

4-36. Protection of the force during stability tasks is essential for success at all levels. Frequent interaction between U.S. forces and the local population make protection planning difficult and essential. Adversaries often blend in with the local populace in stability environments and are difficult to identify, making heightened levels of awareness the norm. SBCT leaders should understand that they will be in close proximity of the local population and potential threat but will have difficulty distinguishing between them. Techniques for protection during operations focused on stability tasks vary in their application but can include attempts to identify threats through heightened awareness, cultural understanding, local engagements to gain information, personal security for leaders, searches of locals, and biometric identity data collection.

4-37. The close proximity of civilians and Soldiers can also promote health issues (such as communicable disease) through close contact with local civilians, detainees, or local foods. Force health protection considerations positively support and promote the health of Soldiers in the OE. The protection of civil institutions, processes, and systems needed to reach the end state conditions can often be the most decisive factor in stability tasks because its accomplishment is essential for long-term success. Civilian areas typically contain structured and prepared routes, roadways, and avenues that can canalize traffic. This can lead to predictable friendly movement patterns that can easily be templated by the enemy. An additional planning consideration during stability tasks is to protect the force while using the minimum force

consistent with the approved ROE. Additional protection considerations during stability tasks include the following:

- Reducing the unexploded explosive ordnance (UXO) and mine threat in the AO.
- Fratricide and friendly fire prevention and minimizing escalation of force incidents through combat, civilian, and multinational identification measures.
- Developing rapid and efficient personnel recovery techniques and drills.
- Clear OPSEC procedures that account for the close proximity of civilians, NGOs, and contractors.
- Disciplined information management techniques to preserve access to computer networks.
- Containment of toxic chemicals and materials present in the civilian environment.
- Survivability requirements for static facilities, positions, or outposts.

4-38. Commanders implement appropriate security measures to protect the force. Establishment of checkpoints, effective base camp security procedures, and aggressive patrolling are examples of protecting the force. Protecting the force requires special consideration in stability environments. This is because threats may be different and, in some cases, opposing forces seek to kill or wound U.S. forces and allies, or destroy or damage property.

4-39. Commanders always consider the aspects of security and how they relate to the ROE. Some examples of protective measures are as follows:

- Secure the inside perimeter following the HN to secure the outside perimeter.
- Avoid predictability by changing routines.
- Include security in each plan, SOP, OPORD, and movement order.
- Develop specific security programs such as threat awareness and OPSEC.
- Restrict access of unassigned personnel (verified through biometric identify data) to the unit's location.
- Constantly maintain an image of professionalism and readiness.
- Base the degree of security established on a continuous threat assessment.

SECTION III – ADDITIONAL TASKS

4-40. During operations focused on stability tasks, military forces provide support to facilitate the execution of tasks for which the HN is normally responsible. Typically, these tasks have a security component ideally performed by military forces. However, military forces sometimes provide logistic, medical, or administrative support to enable the success of civilian agencies and organizations. Tasks that the SBCT Infantry rifle company performs in stability tasks generally falls into one of three categories. The following represents the collective effort associated with a stability mission:

- Tasks for which military forces retain primary responsibility.
- Tasks for which civilian agencies or organizations likely retain responsibility, but military forces are prepared to execute.
- Tasks for which civilian agencies or organizations retain primary responsibility.

AREA SECURITY

4-41. Area security preserves the commander's ability to help establish political, legal, social, and economic institutions while supporting the transition to legitimate HN governance. When conducting an area security mission, the SBCT Infantry rifle company prevents threat elements from causing instability in otherwise safe and secure environments.

4-42. The commander may direct his subordinate platoons to employ a variety of techniques such as OPs, TCPs, sniper team employment, BPs, ambushes, mounted and dismounted (or a combination of both) patrols, searches and combat outposts to accomplish this security mission. A reserve or quick reaction force (QRF) enables the commander to react to unforeseen contingencies. Using the assigned UAS and the information collection capability available to the SBCT Infantry battalion, the SBCT Infantry Rifle

Company can execute missions proactively with greater precision. (See Chapter 5 for more information on area security.)

SECURITY FORCE ASSISTANCE

4-43. Security force assistance (SFA) is the unified action to generate, employ, and sustain local, HN, or regional security forces in support of a legitimate authority. It is integral to successful operations focused on stability and extends to all security forces. Forces are developed to operate across the range of military operations—combating internal threats such as insurgency, subversion, and lawlessness; defending against external threats; or serving as multinational partners in other areas. SFA at the SBCT Infantry rifle company may conduct the following: advice, teach/coach, mentor, and augment. (Refer to FM 3-22 for more information.)

ADVISE

4-44. Advisors sent to elements below battalion level help foreign counterparts analyze the mission and commander's intent from higher headquarters. They assist foreign security force (FSF) leaders restate the mission, conduct an initial risk assessment, identify a tentative decisive point, and define their own intent. They assist their foreign counterparts to analyze the mission variables. From these variables, advisors help their foreign counterparts to develop a COA that meets the higher headquarters concept of operations and commander's intent. Finally, they advise and assist in the conduct of operations and the flow of information to the FSF higher commander.

TEACH/COACH

4-45. Teaching and coaching includes training and education. Methods of teaching may include classroom lectures, seminars, hands-on training, training exercises, and simulations. The commander of the advising unit begins with a training assessment of training plans designed during predeployment and passed on from the preceding U.S. units conducted in coordination with the FSF commander. This assessment is important to evaluate the FSF and establish and enhance the working relationship between U.S. and FSF. The training assessment should cover all aspects of leadership, training, and sustainment.

4-46. Coaching relies on guiding to bring out and enhance capabilities already present. Coaching refers to the function of helping someone through a set of tasks. The coach helps them understand their established level of performance and instructs them how to reach the next level of knowledge and skill. Coaching requires identifying short- and long-term goals and devising a plan to achieve those goals. The coach and the person being coached discuss strengths, weaknesses, and a COA to sustain strengths or improve their weaknesses.

MENTOR

4-47. Mentorship is a combination of teach, coach and advise. The SBCT Infantry rifle company demonstrates, at all times, what they have taught, coached, and advised to the FSF. Mentors should be aware of the foreign unit's experience and capabilities and carefully choose opportunities to inject or impart knowledge. Foreign units are most receptive to mentors that teach unobtrusively.

AUGMENT

4-48. Augmenting is an arrangement where FSFs and U.S. units exchange or combine with one another. Augmentation improves the interdependence and interoperability of U.S. and foreign security forces. Augmentation can occur at many levels and in many different forms. For example, a U.S. squad can be augmented with HN individuals, a U.S. company can be augmented with a HN platoon, or a FSF battalion can be augmented with a company from a U.S. unit. Similarly, augmentation can be of short duration for a specific mission or of a longer duration for an enduring operation.

SECTION IV – TRANSITIONS

4-49. Transitions mark a change between phases or between the ongoing set of tasks and execution of a branch or sequel. Shifting priorities between the elements of decisive action—such as from the offense to operations focused on stability tasks—involves a transition. Transitions require planning and preparation

well before their execution to maintain the momentum and tempo. The force can be vulnerable during transitions, and commanders establish clear conditions for their execution. Transitions may create unexpected opportunities. They may make forces vulnerable to enemy threats.

TRANSITION TO THE OFFENSE

4-50. During an operation focused on stability tasks there may be instances where units quickly transition back to operations focused on offensive tasks against irregular forces or defensive tasks to defeat counterattacks. To facilitate the transition, commanders consider an offensive contingency while conducting operation focused on stability tasks. They consider how to generate combat power quickly to take the initiative. It can come from organic, partnered, joint and HN forces depending on the situation.

TRANSITION TO THE DEFENSE

4-51. Commanders ensure that transitions from defensive tasks to stability tasks and vice versa are planned. For example, it may be tactically wise for commanders to plan a defensive contingency if there is a significant global, national, or regional event that negatively affects the AO. Transitioning to a defense should not negate the progress made during stability tasks. It should be a temporary change made until the initiative can be regained or until the host nation can assume responsibility.

4-52. The conditions for transitioning from stability to a retrograde normally occur during transformation or fostering stability phases. This is most likely when an intended political outcome is aimed at the influence of the military's and security forces presence. The SBCT Infantry rifle company will most likely support a withdrawal or a retirement as part of a larger force. Most likely it will provide security as personnel, equipment, and property and moved out of the host nation. Property accountability will require the coordination and clarification for items on various property books and supply chain issues.

TRANSFER OF AUTHORITY

4-53. Stability tasks include transitions of authority and control between military forces, civilian agencies and organizations, and the HN. Each transition involves inherent risk. Transitions are identified as decisive points on lines of effort. They typically mark a significant shift in effort and signify the gradual return to civilian oversight and control of the HN.

4-54. Often during stability missions' relief in place (RIP) or transfer of authority (TOA) occurs. Besides the normal responsibilities of a relief, commanders deal with civilians or multinational partners. During stability tasks, units generally know whether they will be relieved at the end of their tour. Planning for the TOA begins as soon as the unit occupies the AO.

4-55. Before the TOA, the departing unit develops a continuity book with the necessary intelligence on the AO. The book should include lessons learned, details about the populace, village, and patrol reports, updated maps, and photographs; anything that helps newcomers master the SBCT Infantry rifle company OE. SBCT Infantry units should be familiar with their incoming counterparts particularly if it is a different organization that could include mechanized or light infantry or other foreign or North Atlantic Treaty Organization (NATO) units. Clear articulation of unit organization skills and OE will help the incoming unit identify needs and gaps distinguishing between the different units. Commanders should ensure that these continuity books are updated during the unit's tour of duty. This extensive effort reduces casualties and increase the established and succeeding units' efficiency and knowledge of operations.

4-56. A consistent theme from recent operations is the importance of the transition training (right seat/left seat rides) with incoming Soldiers during TOA. A detailed and programmed TOA allows Soldiers to learn the culture and effectively work with HN personnel during the deployment. Typical training during the relief includes the following:

- Use of AO unique equipment not available before TOA.
- Enemy TTPs for IEDs.
- Personal meetings with NGOs, contractors, interpreters, informants, and local police that operate in the unit AO.
- Negotiation techniques with local tribal, religious, and government officials.
- Operations and intelligence handover of databases, plans, products, and briefings.

- Information collection procedures, processes, and policies.

TRANSITION TO CIVILIAN/HOST NATION SECURITY FORCE CONTROL

4-57. During long-term SFA, conditions on the ground, not time, determine the transfer of authority from U.S. forces control or partnership, to host-nation control. The overall authority for the handoff and the subsequent transfer of authority lies with the commander ordering the change. The authority for determining the handoff process lies with the incoming commander assuming responsibility for the mission. This changeover process may affect conditions under which the mission will continue. (Refer to FM 3-07, ATP 3-07.10, and FM 3-22 for more information.)

4-58. Changes in the OE such increased attacks, significant destabilization with the infrastructure or people, culturally impacting events inside or outside the OE or development of security forces may require reshaping force packages as situations change. Internal administrative concerns might prompt or support the commander's decision to rotate units. Mission handoff is necessary and defined as the process of passing an ongoing mission from one unit to another with no discernible loss of continuity.

4-59. Commanders make specific considerations along with METT-TC when making a handoff to a multinational force. For units relieved of a function by a government agency, procedures typically entail longer handoff times and more complex coordination. Outgoing units that have past, present, or future projects planned with agencies prepare to transfer these projects to responsible agents in the incoming unit.

Chapter 5

Sustainment

Sustainment is the provision of the logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). In the SBCT Infantry rifle company, the commander has the ultimate responsibility for sustainment. The XO and the 1SG are the company's primary sustainment operators; they work closely with the SBCT Infantry battalion staff to ensure they receive the required support for the company's assigned operations.

SECTION I – SUSTAINMENT FUNCTIONS

5-1. The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADRP 3-0). The sustainment warfighting function includes the following tasks:

- Conduct logistics.
- Provide personnel services.
- Provide health service support.

5-2. The SBCT Infantry rifle company plans, prepares, and executes its portion of the SBCT Infantry battalion sustainment plan. Concurrent with other operational planning, the company develops its sustainment plan during the mission analysis and refines it in the war-gaming portion of the troop-leading process. Rehearsals are normally conducted at both battalion and SBCT Infantry rifle company levels to ensure the company receives a smooth, continuous flow of materiel and services.

5-3. The SBCT Infantry rifle company's basic sustainment responsibilities are to report or request support requirements through the correct battalion channels. The SBCT Infantry battalion is assigned a forward support company and from the BSB that is task organized to support their anticipated logistical requirements based on mission variables. The XO and 1SG manage sustainment requirement and logistical coordination with guidance and oversight provided by the commander. At the company level the sustainment assets include two family of medium tactical vehicles (FMTVs) with trailers and one attached medical evacuation vehicle (MEV) with an ambulance squad from the medical platoon. They require accurate personnel and logistical reports, along with other necessary information and requests to sustain the company.

CONDUCT LOGISTICS

5-4. *Logistics* is planning and executing the movement and support of forces (ADRP 4-0). For the SBCT Infantry rifle company, logistics may involve aspects of supply, field services, maintenance, transportation, distribution, operational contract support, and general engineering support.

SUPPLY AND FIELD SERVICES

5-5. The general classes of resupply operations are routine, emergency, or prestock. The company's SOP specifies cues and procedures for each method resupply, which the battalion may choose to conduct. The SBCT Infantry rifle company carries 72 hours of supply on hand for offense, defense, and stability tasks. The actual method selected for resupply in the field depends on METT-TC factors and is according to the need to replenish a 72 hours of supplies. This allows the subordinate units to carry enough supply to operate for extended periods of time but not inhibit offense, defense, and stability tasks.

5-6. Supplies are divided into 10 major categories, which are referred to as classes—

- Class I, Food, rations, and water.
- Class II, Clothing.
- Class III, Petroleum, oil, and lubricants.
- Class IV, Fortification and barrier materials.
- Class V, Ammunition.
- Class VI, Personal items.
- Class VII, Major end items.
- Class VIII, Medical supplies.
- Class IX, Repair parts.
- Class X, Materiel to support nonmilitary program.

Note. There are a few items that do not fit into any of the 10 supply classes, they are categorized as miscellaneous.

MAINTENANCE

5-7. The nature of the modern battlefield demands that the maintenance system that is flexible and responsive, and focused on returning systems to operational status quickly and as near as possible to the point of failure or damage. This requirement implies a forward thrust of maintenance into the SBCT area. Maintenance assets move as far forward as the tactical situation permits to return inoperable and damaged equipment to the battle as quickly as possible.

5-8. The FSC assigned to the SBCT Infantry Battalion has a combat field maintenance section and a maintenance control section. The field maintenance sections perform repairs as far forward as possible, returning equipment to the battle quickly. During combat, they perform battle damage assessment and repair (BDAR), diagnostics, and on-system replacement of line replaceable units. If the tactical situation permits, they focus on completing jobs on site. Field maintenance sections carry limited on board combat spares to facilitate repairs forward. Examples include repair and component replacement on tactical wheeled vehicles, power generation equipment, and weapon systems.

5-9. SBCT field maintenance is performed by the field maintenance company and the FSCs. The field maintenance company in the BSB provides field maintenance support for the SBCT units not supported by an FSC and supports FSCs for low density equipment items such as armament, electronics, allied trades, and ground support equipment. The field maintenance company provides lift capabilities for the repair shops, recovery of organic equipment, and recovery to supported units, and support of maintenance evacuation. The FSCs provide similar field maintenance support to the infantry battalion.

Field and Sustainment Maintenance

5-10. Field maintenance is generally characterized by on (or near) system maintenance, often using line replaceable unit and component replacement, battle damage assessment, repair and recovery. Field level maintenance is not limited to remove and replace, but also provides adjustment, alignment, service and fault/failure diagnoses. Field maintenance is performed at all levels of the Army and most units have at least some organic field level maintenance capability. Sustainment maintenance is characterized by “off system” component repair or “repair and return to supply system” and can be employed at any point in the integrated logistics chain. Field maintenance is always repair and return to the user and includes maintenance actions performed by operators.

5-11. Sustainment maintenance is off-system component repair and end item repair and return or both to the supply system or by exception to the owning unit, performed by national level maintenance providers. The intent of sustainment maintenance is to perform off-system repairs on all supported items to a standard that provides a consistent and measurable level of reliability.

TRANSPORTATION AND DISTRIBUTION

5-12. The BSB distribution company and FSCs have transportation capability and are used to distribute supplies within the SBCT. The transportation platoon provides within the distribution company transports supplies to the FSCs. The transportation platoon headquarters provides leadership, supervision and technical guidance to tactical truck squads performing motor transport operations to SBCT units. The transportation platoon executes missions when ordered by the company or BSB. The FSC distribution section has transportation assets to distribute supplies to the supported SBCT Infantry battalion. (Refer to ATP 4-11 for more information.)

OPERATIONAL CONTRACT SUPPORT

5-13. Contractors and Department of the Army civilians are playing an ever-increasing role in providing sustainment to military forces. The battalion may use contractors to bridge gaps between required capabilities and actual force structure available within an AO. Contractors may be employed, subject to METT-TC, throughout the AO and in virtually all conditions. Protecting contractors on the battlefield is the battalion commander's responsibility. When contractors are expected to perform in potentially hostile areas, the supported military forces assure the protection of their operations and personnel which can include coordination with contracted security firms and other military or paramilitary forces.

GENERAL ENGINEERING SUPPORT

5-14. General engineering provides support that enables logistics. Engineers units from outside the SBCT combine and apply capabilities from three engineer disciplines (combat, general, and geospatial engineering) to establish and maintain the infrastructure necessary for sustaining military operations. This involves general engineering tasks that consist of building, repairing, and maintaining roads, bridges, airfields, port facilities, and other structures as well as reinforcing force protection measures. Other tasks also include the planning, acquisition, management, remediation and disposition of real estate, supplying mobile electric power, utilities and waste management, environmental support, diving and firefighting (see ATP 3-34.40).

PROVIDE PERSONNEL SERVICES

5-15. Personnel services are sustainment functions that man and fund the force. It also maintains Soldier readiness, promotes moral and ethical values, and enables the fighting qualities of the Army (ADRP 4-0). It includes essential personnel services such as evaluations, leaves and passes, awards and decorations, rest and recuperation, postal, personnel accountability, casualty operations, and personnel management. Personnel services include the following functions and are provided by the battalion's personnel staff officer (S-1), the SBCT's brigade legal section, and the unit ministry team.

- Human resources. (Refer to FM 1-0.)
- Financial management. (Refer to FM 1-06.)
- Legal support. (Refer to FM 1-04.)
- Religious support. (Refer to FM 1-05.)

HUMAN RESOURCES SUPPORT

5-16. Human resources support all functions that affect the Soldier's status, readiness, and welfare. It includes essential personnel services such as evaluations, leaves and passes, awards and decorations, rest and recuperation, postal, personnel accountability, casualty operations, and personnel information management.

POSTAL SERVICES

5-17. The battalion mail clerk receives and distributes Soldier mail to the company mail clerk, usually the supply sergeant, who delivers it to the 1SG, PSG, or to the Soldier. All outgoing and returned mail is given to the supply sergeant or 1SG during resupply, and is turned over to the S-1 section when the LOGPAC returns to the field trains.

PERSONNEL MANAGEMENT/STRENGTH REPORTING

5-18. Personnel accounting is the process of recording by-name data on Soldiers when they arrive, depart, change duty location, or change duty status. Strength reporting is the numerical end product of the by-name accounting process. ISGs are critical participants in this process. They need to be sensitive to the accuracy and timeliness of all personnel accounting reports. They should pay special attention to Soldiers who have changed status in the medical treatment process and task organization changes when they submit their reports.

CASUALTY OPERATIONS

5-19. Casualty operations include production, dissemination, coordination, validation, and synchronization of information regarding each casualty. This information includes casualty reporting, casualty notification, casualty assistance, line-of-duty determination, disposition of remains, and disposition of personal effects, military burial honors, and casualty mail coordination.

Unit Reporting

5-20. As casualties occur, the nearest observer informs the company 1SG via the most expedient method available (for example free text within FBCB2, FM voice). The 1SG submits a personnel status report (PERSTAT) to the SBCT Infantry battalion S-1 section. This report documents duty status changes on all casualties. Casualties are taken to the CCP for classification of injury type (routine, urgent, return to duty), evacuation, and integration into the medical treatment system. The 1SG ensures completed DA Form 1156 (*Casualty Feeder Card*) is forwarded to the SBCT Infantry battalion S-1, who then enters the data into the defense casualty information processing system (DCIPS).

5-21. Commanders and their 1SGs need to establish procedures to ensure that the Soldier's next of kin are notified properly and according to procedure. The potential for unofficial communications that exist with killed in action (KIA) operations also exist in casualty operations. That is, the use of cell phones and computers near the AO enables many Soldiers to contact his home station regarding the casualty—such communication is unofficial and unacceptable. The next of kin for Soldiers wounded or KIA should not receive notification through unofficial means. There is usually a communication blackout until the next of kin is notified. No internet or phone calls home are permitted.

Medical/Personnel Accounting

5-22. When a Soldier becomes a casualty, the platoon combat medic or emergency care sergeant records the medical treatment the Soldier receives on the Soldier's DD Form 1380 (*Tactical Combat Casualty Care (TCCC) Card*). The BAS and brigade support medical company (BSMC) read the Soldier's DD Form 1380 when they treat the Soldier. The SBCT Infantry battalion S-1 should electronically receive a notification message to update the Soldier's patient tracking status. In turn, this message should be forwarded to the company. This way, a casualty's location can be determined and Soldiers properly accounted for by the company.

5-23. Sustainment planning is fully integrated into all operational planning, with the concept of sustainment support synchronized with the concept of operations. Planning is continuous and ongoing. Key sustainment planners are the XO, the 1SG, and the supply NCO who actively need to participate in the planning process. The company SOP should be the basis for sustainment operations, with planning conducted to determine specific requirements and to prepare for contingencies. Company orders should address specific operation support matters. Deviations from the sustainment SOP should be covered early in the planning process. In some situations, sustainment planning begins before receipt of the mission, as part of the ongoing process of refining the sustainment estimate. Sustainment planners need to understand the mission statement, commander's intent, and concept of operations to provide effective support.

DEVELOPMENT OF THE COMPANY SUSTAINMENT PLAN

5-24. The SBCT Infantry rifle company commander develops his sustainment plan by first determining exactly what supplies he has on hand and then estimating his support requirements. If equipped with FBCB2, the commander can review his commander's track item list (CTIL) and verify his supply status. He uses available information from his mission analysis and from war-gaming to aid his sustainment plan

development. This process is important not only in confirming the validity of the sustainment plan but also in ensuring that the company's support requests are submitted early.

5-25. The commander can formulate his sustainment execution plan and submit support requests based on the results of his TLP. The sustainment plan should answer a variety of operational questions, such as—

- Based on the nature of the operation and specific tactical factors, what types of support will the SBCT Infantry rifle company need?
- In which quantities will this support be required? The discussion should answer the following questions:
 - Will emergency resupply be required during the operation?
 - Does this operation require prestock supplies?
- What are the composition, disposition, and capabilities of the expected enemy threat and how will this affect sustainment during the operation? The discussion should answer the following questions:
 - Where and when will the expected contact occur?
 - Based on the nature and location of expected contact, what are the SBCT Infantry rifle company's expected casualties and vehicle losses?
 - What impact will the enemy's special weapons capabilities (such as CBRN) have on the operation and on expected sustainment requirements?
 - How many EPWs/detainees are expected and where?
- How will terrain and weather affect sustainment operations during the operation? The discussion should answer the following questions:
 - What ground will provide optimum security for the trains?
 - What ground will provide optimum security for maintenance and CCPs?
 - What are the SBCT Infantry rifle company's MEDEVAC LZs and CASEVAC routes?
 - What are the company's "dirty" routes for evacuation of contaminated personnel, vehicles, and equipment?
- When and where will the SBCT Infantry rifle company need sustainment? The discussion should answer the following questions:
 - Based on the nature and location of expected contact, which sites are the best for the maintenance collection points?
 - Based on the nature and location of expected contact, which sites are the best for the CCPs? Where will the EPWs/detainees collection points be located?
 - Which logistics release point (LRPs) will be active during the operation? When will they be active?
- What are the criteria and triggers for the movement of the company combat trains?
- What are the support priorities (by element and type of support)? The discussion should answer the following questions:
 - Does each platoon have a pathfinder qualified person to establish a hasty LZ for MEDEVAC?
 - Where can I place the MEV to CASEVAC the most casualties with minimal impact on combat power?
 - Which platoon has priority for emergency Class III resupply?
 - Which platoon has priority for emergency Class V resupply?
 - Should the FMTV be loaded with the emergency supplies or should it be empty in case of mass casualty (MASCAL) or EPW transportation?
- Will there be lulls in the operation that will permit support elements to conduct resupply operations in relative safety? If no lulls are expected, how can the SBCT Infantry rifle company best minimize the danger to the sustainment vehicles?
- Based on information developed during the sustainment planning process, which resupply technique should be used?

SECTION II – SUSTAINMENT RESPONSIBILITIES AND SUPPORTING UNITS

5-26. The discussion below is an expansion of the duties, responsibilities, and units described in chapter 1.

EXECUTIVE OFFICER

5-27. The XO is the SBCT Infantry rifle company's primary sustainment planner and coordinator, reporting directly to the commander. During preparations for the operation, he works closely with the 1SG to determine specific support requirements of the tactical plan. He then ensures that proper arrangements are made to provide those support requirements. The XO also performs these logistical functions:

- Determines the location of the company's resupply point based on data developed during operational planning.
- Compiles DA Form 5988-E/DA Form 2404 (*Equipment Inspection and Maintenance Worksheet*, available through the property book unit supply enhanced (PBUSE) system) from the platoon leaders, platoon sergeants (PSGs), and the 1SG and provides updates to the commander, as required.
- Along with the 1SG, ensures that the SBCT Infantry rifle company executes sustainment operations according to the SBCT Infantry battalion plan.
- Leads the SBCT Infantry rifle company sustainment rehearsal in cooperation with the company 1SG.
- Assists the commander in developing sustainment priorities and guidance according to the SBCT Infantry battalion concept of support and enforces those priorities.
- Conducts close coordination with the battalion operation staff officer (S-3) and logistics staff officer (S-4) for planning and resourcing company missions.
- Manages all of the company commander's property books.

FIRST SERGEANT

5-28. The 1SG is the senior NCO and the most experienced Soldier in the company. He is the commander's primary tactical advisor and the expert on individual and NCO skills. He assists the commander in planning, coordinating, and supervising all activities that support the unit mission. He operates where the commander directs or where his duties require him. His specific duties include the following:

- Executes and supervises routine operations. This includes enforcing the TACSOP, planning and coordinating training, coordinating and reporting personnel and administrative actions, and supervising supply, maintenance, communications, field hygiene, and MEDEVAC operations.
- Supervises, inspects, or observes matters designated by the commander. (For example, he observes and reports on a portion of the company's AO or zone, inspects the mortar section, or inspects all range cards.)
- Directs and supervises CASEVAC, ensuring medical assets remain flexible and responsive to tactical operations.
- Assists and coordinates with the XO and is prepared to assume the XO's duties.
- Leads task-organized elements or subunits on designated missions.
- Provides an SBCT Infantry rifle company orientation for new personnel and, in consultation with the commander, assigns replacements to the company's subordinate elements.
- Supervises evacuation of casualties, EPWs, detainees, and damaged equipment.
- Directs and supervises the collection, initial identification, and evacuation of human remains to the mortuary affairs collection point (MACP).
- Maintains the SBCT Infantry rifle company battle roster.

SUPPLY SERGEANT

5-29. The supply sergeant, or his supply clerk, is the SBCT Infantry rifle company's representative to the SBCT Infantry battalion S-4. The supply sergeant performs the following logistical functions:

- Controls the supply trucks that are organic to the company.
- Monitors the tactical situation and anticipates logistical requirements.
- Uses the battalion A/L radio network or their FBCB2 net to communicate with the company.
- Coordinates with the BSB for resupply of Class I, III, and V.
- Maintains individual supply and clothing records, and requisitions Class II resupply.
- Requisitions Class IV and Class VII equipment and supplies.
- Picks up replacement personnel and delivers them to the 1SG.
- Receives and evacuates human remains to the MACP in the brigade support area (BSA).
- Transports, guards, or transfers EPWs and detainees.
- Guides the LOGPAC, along with EPWs, detainees, and damaged vehicles (if applicable), back to the BSA.
- Coordinates with the SBCT Infantry battalion S-1 section to turn in or pick up mail and personnel action documents.
- Collects bagged contaminated soil and transports it to collection points as part of LOGPAC procedures.
- Maintains and provides supplies for company field sanitation activities.
- Manages commander's property book and prepares financial liability investigations of property loss.

COMPANY COMBAT MEDICS

5-30. Combat medics are assigned to the medical platoon tasked to support the SBCT Infantry battalion. Combat medics are allocated to the SBCT Infantry rifle companies on the basis of one combat medic to a platoon, and one emergency care sergeant to a company. The location of the combat medic is of extreme importance for rapid medical treatment of casualties.

5-31. The SBCT Infantry rifle platoon combat medic usually locates with, or near, the platoon sergeant. The platoon sergeant determines which element the medic goes with in support of the platoon leaders maneuver plan. He has the option to send him with the Infantry when they dismount the ICV or remain in the ICV to respond to a casualty. When the platoon is mounted, the combat medic usually rides in the same vehicle as the PSG.

5-32. The company emergency care sergeant collocates with the company trains. When a casualty occurs, the combat life saver (CLS) renders first aid, or first aid is provided through self-aid or buddy aid. The platoon combat medic or the company emergency care sergeant then goes to the location of the casualty using tactical combat casualty care procedures in the combat OE. The CCP combat medic makes his assessment; administers initial medical care; initiates a DD Form 1380 or DA Form 1156; and then requests evacuation or returns the individual to duty. (Refer to Chapter 1, Section III, for additional responsibilities of SBCT Infantry rifle company combat medics.)

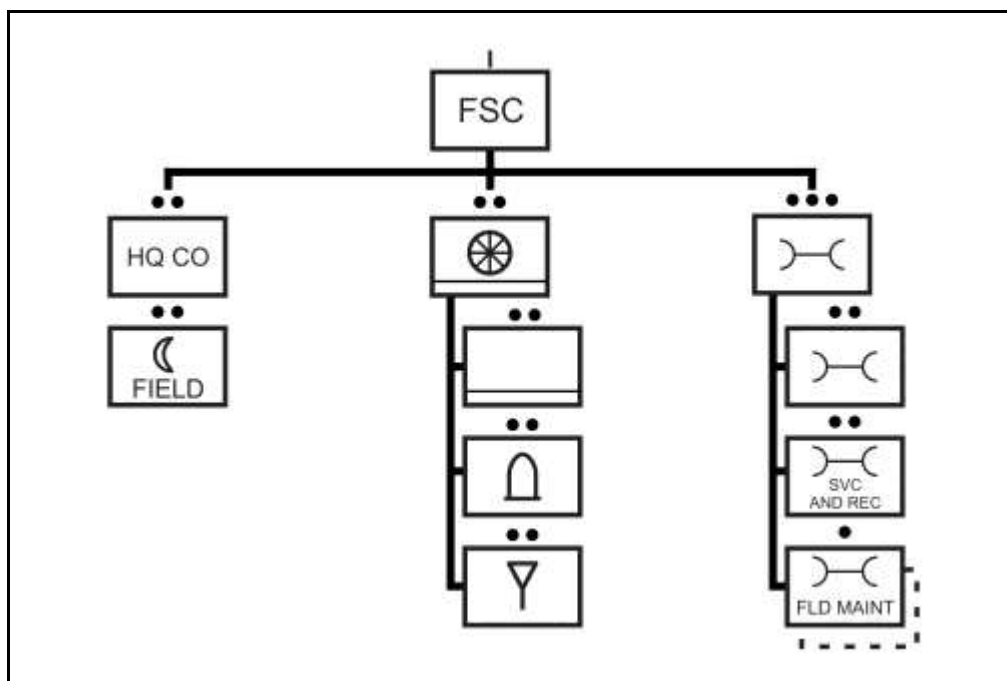
FORWARD SUPPORT COMPANY

5-33. The BSB of the SBCT has six organic FSCs that are task organized to support the maneuver battalions. The role of the FSC is to provide direct logistics support to the SBCT Infantry battalion. The FSC provides the supported commander with dedicated logistics assets organized specifically to meet the battalion's requirements. The FSC provides field feeding, bulk fuel, general supply, ammunition, and field maintenance. The FSC commander is the senior logistician for the battalion. The FSC commander assists the battalion S4 with the battalion logistics planning and is responsible for executing the logistics plan following the BSB and supported battalion commanders' guidance. The FSC receives supplies and maintenance support for low density equipment from the BSB. The FSC is organized to support—

- Food and water (Class I).

- Fuel (Class III).
- Ammunition (Class V).
- Repair parts (Class IX).
- Maintenance and recovery.
- Supply and distribution.

5-34. Depending on the current operation and situation an FSC may be attached to or placed under OPCON of the Infantry battalion. FSC attachment or OPCON to the SBCT Infantry battalion is limited in duration and may be for a specific mission or phase of an operation. The FSC may split its capabilities and place some elements of that company in the BSA if the mission dictates this. The FSC normally colocalizes its CP with or near the CTCP. The location of the FSC's platoons and sections is determined by the battalion commander to support maneuver. (See figure 5-1)



Legend: FLD MAINT = field maintenance, FSC = forward support company, HQ CO = headquarters company, REC = recovery, SVC = service

Figure 5-1. Forward Support Company

SECTION III – CONDUCT LOGISTICS

5-35. There are few, if any, contingencies in which U.S. military forces have all the supplies they need for an operation. It is essential that every unit's daily logistical report needs to accurately reflect not only its operational needs but also what supplies and equipment are on hand.

5-36. The general classes of resupply operations are routine, emergency, or prestock. The SBCT Infantry rifle company SOP specifies cues and procedures for each method, which the company rehearses during company training exercises. The actual method selected for resupply in the field depends on METT-TC.

PLAN

5-37. Logistics planners adjust standardize sustainment packages, providing all units with sufficient quantities of each supply item in anticipation of their requirements. These adjusted packages are based on what supplies are reported on hand, consumed, and planned operations. Together with the commander's guidance for issuance of scarce, but heavily requested supply items, accurate reporting allows planners to

quickly forecast supply constraints and then to submit requisitions to alleviate projected shortages. Inaccurate or incomplete reporting can severely handicap efforts to balance unit requirements and available supplies. As a result, some units may go into combat without enough supplies to accomplish their mission while others may have an excess of certain items.

5-38. The basic load includes supplies that the SBCT Infantry rifle company keeps on its organic support vehicles for use in combat. The amount of time the SBCT Infantry rifle company sustains itself in combat without resupply determines its quantity of supply items.

5-39. The higher command or the SOP specifies the Class V basic load. (See table 5-1, figure 5-2, and figure 5-3 on page 5-11.)

Table 5-1: Days of Supply Class I, III, and IV

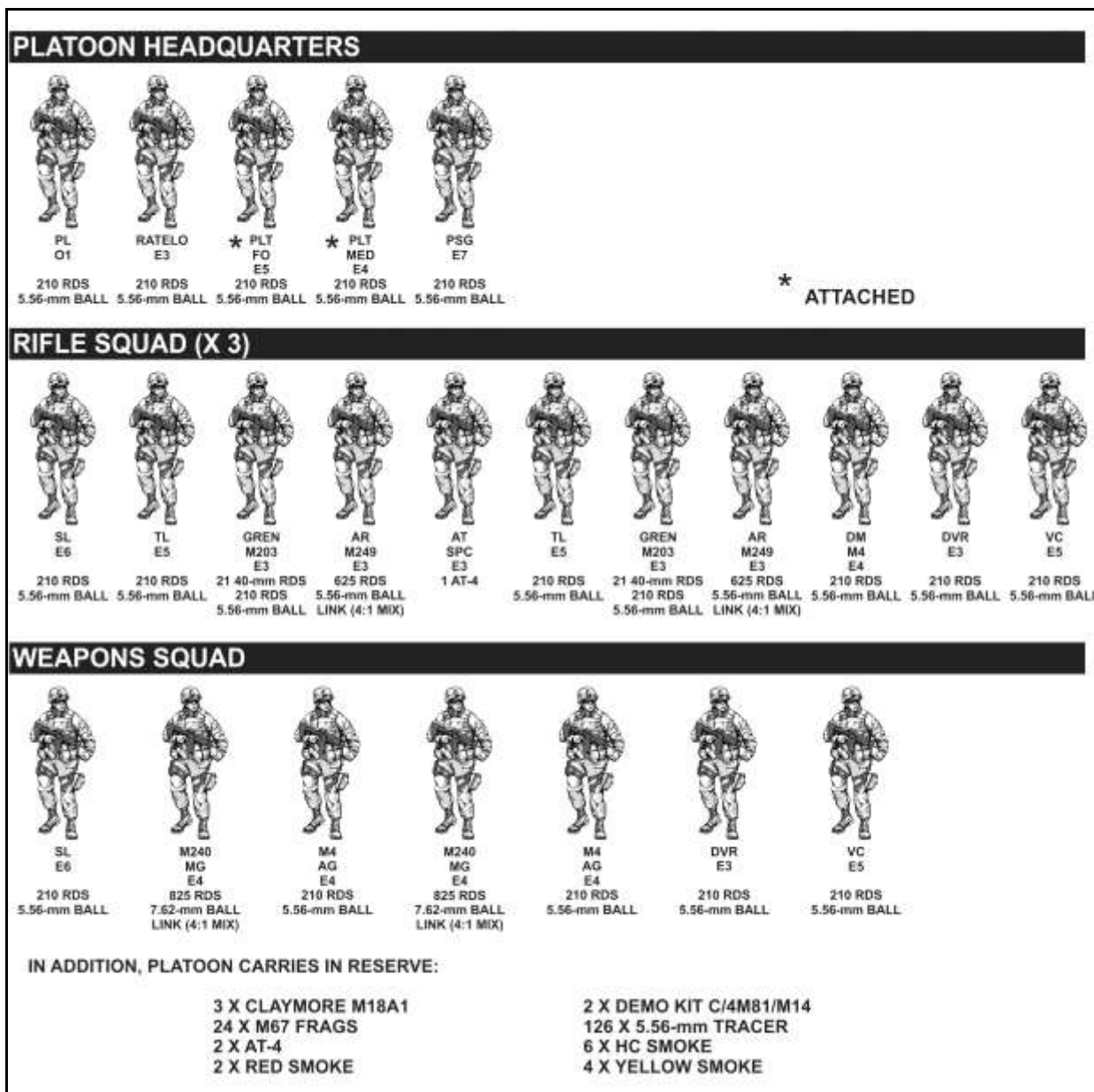
	CLASS (CL) I	CLASS III	CLASS IV
Individual	9 x meals ready to eat (MRE) (3 per day) 3 x gallons of water (1 gallon per day)	None	None
Squad	99 x MRE (9 cases) 33 x gallons of water plus 2 x 5 gallon cans	CL III (P) 53 gallon (full fuel tank) 2 x 5 gallon fuel cans CL III (B) 15w40 2 Quarts Dextron III 2 Quarts Mil 5606 2 Quarts 80w90 1 Quart Antifreeze 1 Quart	4 x rolls Concertina wire 6 x Picket
Platoon	396 x MRE (36 cases) 132 gallon of water plus 8 x 5 gallon cans	CL III (P) \\ 212 gallon (full fuel tanks) 8 x 5 gallon fuel cans CL III (B) 15w40 2 gallons Dextron III 2 gallons Mil 5606 2 gallons 80w90 1 gallon Antifreeze 1 gallon	16 x rolls Concertina wire 24 x Pickets



Legend: API = armor-piercing incendiary, APFSDS-T = armor-piercing fin stabilized discarding sabot with tracer, ATGM = antitank guided missile, AT = antitank, cal = caliber, CV = combat vehicle, ESV = engineer support vehicle, FSV = fire support vehicle, HEAT-T = high-explosive antitank tracer, HEP-T = high-explosive plastic tracer, ICV = Infantry carrier vehicle, ILLUM = illumination, MCV = mobile construction vehicle, MGS = mobile gun system, mm = millimeter, NBCRV = nuclear, biological, chemical reconnaissance vehicle, RV = reconnaissance vehicle

Figure 5-2. Basic load for Stryker Infantry rifle company

5-40. The SBCT Infantry rifle company's combat load includes the supplies that it carries into the fight. The SBCT Infantry battalion commander dictates minimum requirements; however, the SBCT Infantry rifle company commander or the unit SOP specifies most items. Specific combat loads vary by mission (See figure 5-3).



Legend: AG = assistant gunner, AR = automatic rifleman, AT SPC = antiarmor specialist, DM = designated marksman, DVR = driver, GREN = grenadier, MG = machine gunner, PL = platoon leader, PLT FO = platoon forward officer, PLT MED = platoon medic, PSG = platoon sergeant, RATELO = radio telephone operator, SL = squad leader

Figure 5-3. Infantry combat load

PREPARE

5-41. Thorough briefings and comprehensive rehearsals are important keys to effective sustainment planning. These activities play a critical role in ensuring that the SBCT Infantry rifle company can execute its sustainment plans efficiently. They allow the commander, his subordinate leaders, and each Soldier to discover potential problem areas and to develop contingency plans to avoid unforeseen difficulties.

5-42. The commander has several options for conducting sustainment rehearsals. One is to integrate the sustainment rehearsal into the unit's larger maneuver rehearsals. Another alternative is for the unit's sustainment operators to conduct a separate rehearsal. The SBCT Infantry rifle company commander may direct the XO and 1SG to rehearse sustainment operations with the company's PSGs, the battalion maintenance team, and battalion medical platoon for vehicle recovery, CASEVAC, or MASCAL. Explosive ordnance disposal (EOD) personnel are included when necessary by the mission.

ROUTINE RESUPPLY

5-43. Routine resupply operations cover items in Classes I, III, V, and IX as well as provide opportunity to transport mail, Soldiers, and other items the SBCT Infantry rifle company requests. When possible, the SBCT Infantry rifle company should conduct routine resupply daily, ideally during periods of limited visibility. Routine resupply breaks should have standard configured packages for 24-, 48-, and 72-hours based on their operations they conduct in the offense, defense, or stability with considerations of the operating environment. Common to all packages are Class I specifically water and food, and Class III fuel. These are consumed at the highest rates and must be replenished constantly.

LOGISTICS PACKAGE OPERATIONS

5-44. The LOGPAC technique is a simple, efficient way to accomplish routine resupply operations. The key feature is a centrally organized resupply convoy originating at the SBCT Infantry battalion trains. It carries all items needed to sustain the SBCT Infantry rifle company for a specific period, usually 24 hours or until the next scheduled LOGPAC. SBCT Infantry rifle company and battalion SOPs specify the exact composition and march order of the LOGPAC.

5-45. Normally, the first LOGPAC is configured during preparation phase of the battalions operation in BSA. This LOGPAC is loaded and begins movement to the battalion field trains during the execution phase of the operation. SBCT Infantry rifle company commanders must be aware that the LOGPAC is configured before their operation is completed. To resupply specific items through routine resupply can often take 24 to 36 hours from ordering to receiving, if the BSB has the item on hand. It will require more time if the BSB has to acquire from higher sustainment echelons.

5-46. The SBCT Infantry rifle company supply sergeant first compiles and coordinates all of the company's supply requests with the BSB. He obtains the following:

- Class I, Class III (bulk and packaged products), and Class V supplies from the BSB. This usually entails employment of one or two fuel HEMTT and one or two cargo HEMTTs.
- Class II, Class IV (basic load resupply only), Class VI, and Class VII supplies from SBCT Infantry battalion S-4.
- The battalion aid station receives support for Class VIII from the medical logistics elements located in the medical company, and HHC of the brigade support battalion. The battalion aid station then pushes required Class VIII to each of the rifle companies during LOGPAC.
- Routine Class IX supplies and maintenance documents (as required) from the prescribed load list section in the BSB.
- Replacement personnel and Soldiers returning from a medical treatment facility.
- Vehicles returning to the SBCT Infantry rifle company area from maintenance.
- Mail and personnel action documents (to include awards and finance and legal documents) from the battalion S-1 section.

5-47. When LOGPAC preparations are completed, the supply sergeant initiates tactical movement to the LRP under the supervision of the FSC transportation platoon leader. The supply sergeant and LOGPAC link up with the 1SG at the LRP.

EXECUTE

5-48. Below are the techniques the SBCT Infantry rifle company uses to execute logistics.

ACTIONS AT THE LOGISTICS RELEASE POINT

5-49. When the 1SG or his representative arrives at the LRP to pick up the SBCT Infantry rifle company LOGPAC, he updates all personnel and logistical reports. The field trains OIC briefs on changes to the tactical or support situation. He then escorts the convoy to the SBCT rifle company resupply point, providing security during movement from the LRP.

Resupply Procedures

5-50. The time required for resupply is an important planning factor. Units need to conduct resupply quickly and efficiently to ensure operational effectiveness, and to allow the SBCT Infantry rifle company LOGPAC to return to the LRP on time.

5-51. Once the unit completes resupply operations, the unit prepares the LOGPAC vehicles for the return trip. SBCT Infantry rifle company vehicles requiring recovery for maintenance or salvage are lined up and prepared for towing. Cargo trucks, fuel trucks, or damaged vehicles transport those killed in action. EPWs and detainees ride in the cargo trucks, and are guarded by walking wounded or other company personnel. All supply requests, human resources actions, and outgoing mail are consolidated for forwarding to the field trains, where the appropriate staff section processes them for the next LOGPAC.

5-52. The 1SG or the supply sergeant leads the LOGPAC back to the LRP, where he links up with the BSB transportation platoon leader. When possible, the reunited task force LOGPAC convoy returns to the field trains together. When METT-TC dictates or when the LOGPAC arrives too late to rejoin the larger convoy, the SBCT Infantry rifle company vehicles need to return to the field trains on their own. Because only minimal security assets are available, this situation should be avoided.

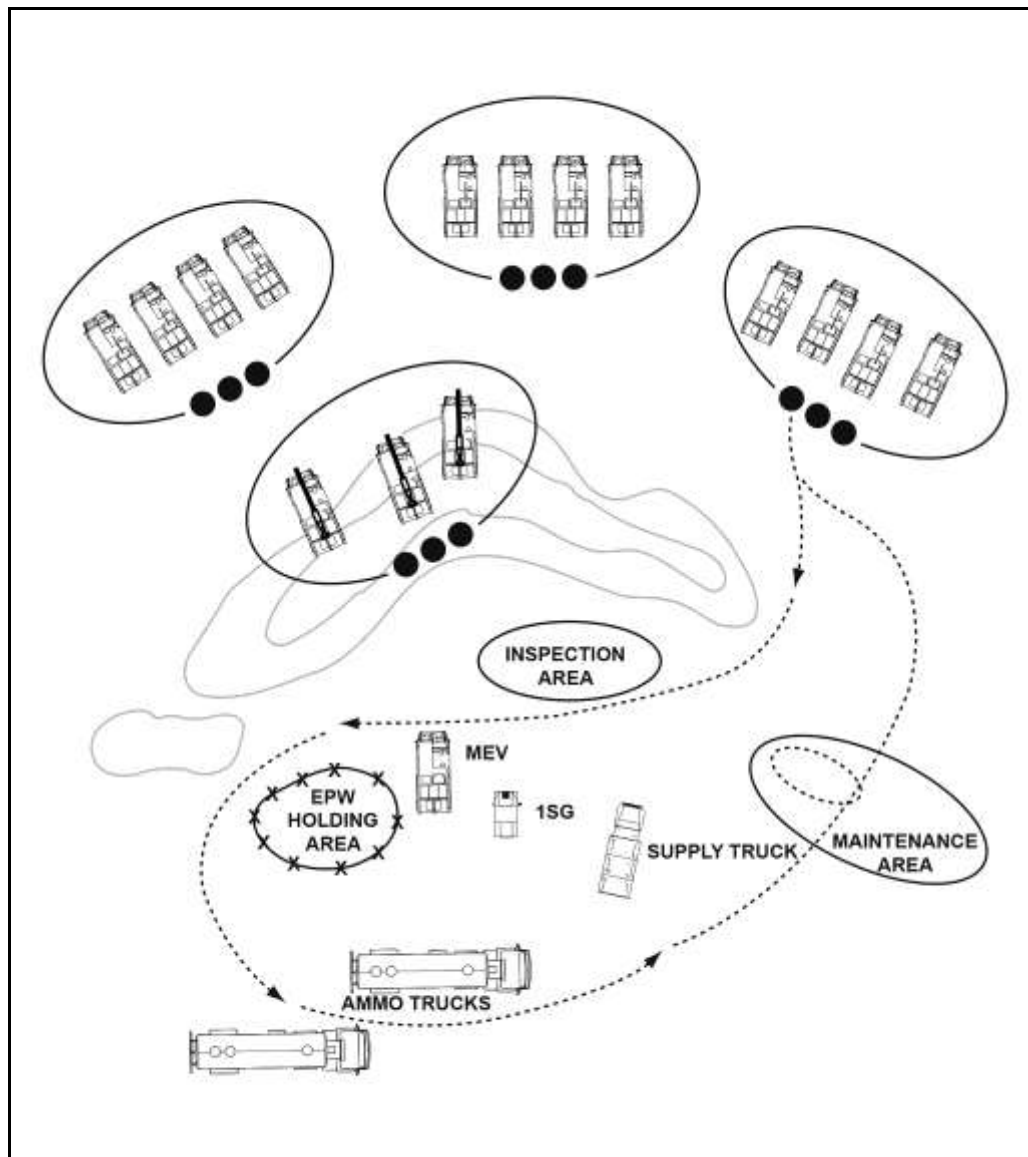
Resupply Methods

5-53. As directed by the commander or XO, the 1SG establishes the SBCT Infantry rifle company's resupply point using the service station method or the tailgate method. He briefs each LOGPAC driver on which method or methods to use. When the resupply point is ready, the 1SG informs the commander, who in turn directs each platoon or element to conduct resupply based on the tactical situation.

Service Station Resupply

5-54. With the service station method, vehicles move individually or in small groups to a centrally located resupply point. Depending on the tactical situation, one vehicle or section, or even an entire platoon, moves out of its position, conducts resupply operations, and then moves back into position. This process continues until the entire SBCT Infantry rifle company has been resupplied. (See figure 5-4.)

5-55. When using this method, vehicles enter the resupply point following a one-way traffic flow; only vehicles requiring immediate maintenance stop at the maintenance holding area. Vehicles move through each supply location, with crews rotating individually to eat, pick up mail and sundries, and refill or exchange water cans. When all platoon vehicles and crews have completed resupply, they move to a holding area where, time permitting, the platoon leader and PSG conduct a precombat inspection (PCI). The company command group (rifle company commander, XO, and 1SG) can take this opportunity to conduct PCIs of each platoon as they pass through the resupply point.

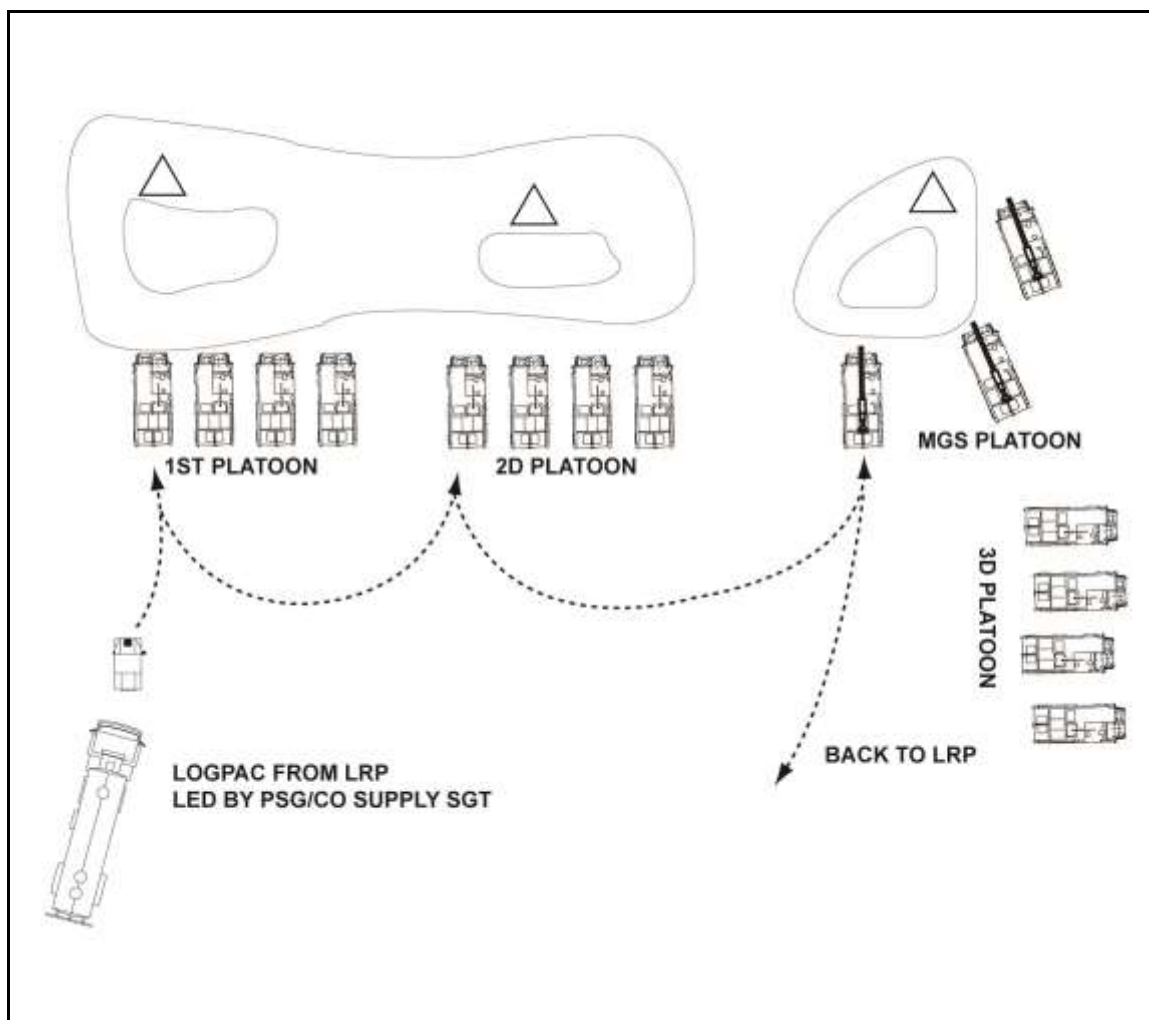


Legend: AMMO = ammunition, EPW = enemy prisoner of war, 1SG = first sergeant, MEV = medical, evacuation vehicle

Figure 5-4. Service station method

Tailgate Resupply

5-56. Tailgate resupply usually requires much more time than do service station operations. Usually, units use the tailgate method only when the tactical situation allows or dictates. Combat vehicles remain in their vehicle positions or back out a short distance to allow trucks carrying Class III and Class V supplies to reach them. Individual crewmen rotate through the feeding area, pick up mail and sundries, and fill or exchange water cans. Any EPWs and detainees are centralized and guarded. Soldiers KIA and their personal effects are brought to the holding area, where the 1SG takes charge of them. (See figure 5-5 on page 5-15.)



Legend: CO = commander, LOGPAC = logistics package, LRP = logistics release point, PSG = platoon sergeant, MGS = mobile gun system

Figure 5-5. Tailgate resupply method

Combination of Service Station and Tailgate Resupply

5-57. The SBCT Infantry rifle company may select to employ the tailgate resupply method, but selected platoons may have to use the service station resupply method. Selected platoon(s) may use the service station resupply method and some sections may have to use the tailgate resupply method.

Emergency Resupply

5-58. Occasionally (usually during combat operations), the SBCT Infantry rifle company has such an urgent need for resupply that it cannot wait for a routine LOGPAC. Emergency resupply may involve Classes III, V, and VIII, and CBRN equipment. On rare occasions, Class I emergency resupply can be conducted using either the service station or tailgate method, although procedures may have to be adjusted when the SBCT Infantry rifle company is in contact with the enemy. In the service station method, individual vehicles pull back during a lull in combat on order of the commander or platoon leader; they conduct resupply and then return to the fight. With tailgate resupply, the SBCT Infantry rifle company brings limited supplies forward to the closest concealed position behind each vehicle or element. In case of emergency, Class VIII resupply is conducted in concert with the evacuation of casualties/patients or through the use of push packages.

PREPOSITIONED SUPPLIES

5-59. Prepositioning of supplies is most often required in defensive or stability tasks. Usually only Class V items are prepositioned. Class III supplies can be prepositioned. However, this requires SBCT Infantry rifle company vehicles to refuel before moving into fighting positions during initial occupation of the battle position. They may move out of their fighting positions to conduct refueling operations at the rear of the BP.

5-60. Leaders at every level carefully plan and execute prepositioning supplies. All leaders, down to vehicle commander and squad leader, know the exact locations of prestock sites, which they verify during reconnaissance or rehearsals. The SBCT Infantry rifle company takes steps to ensure survivability of prestock supplies. These measures include digging in prestock positions and selecting covered and concealed positions. The company commander develops a plan to remove or destroy prepositioned supplies to prevent the enemy from capturing them. (See figure 5-6 and 5-7 on page 5-17.)

5-61. During offensive tasks, leaders can employ mobile pre-positioning loading supplies on trucks and positioning them forward in the AO. This technique works well if the SBCT Infantry rifle company expects to use a large volume of ammunition during a fast-moving operation.

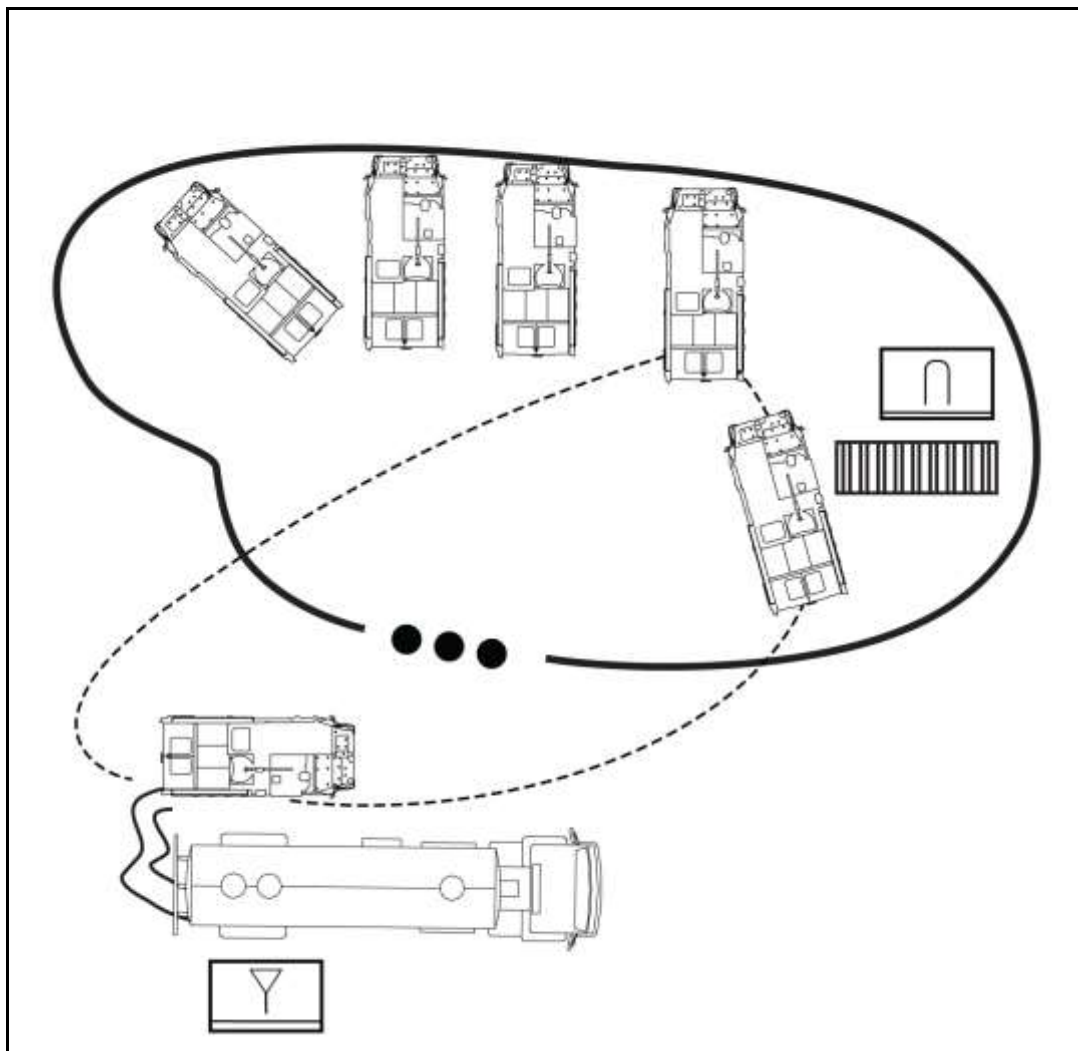


Figure 5-6. Prestock resupply operations—Method 1 (central Class V prestock site)

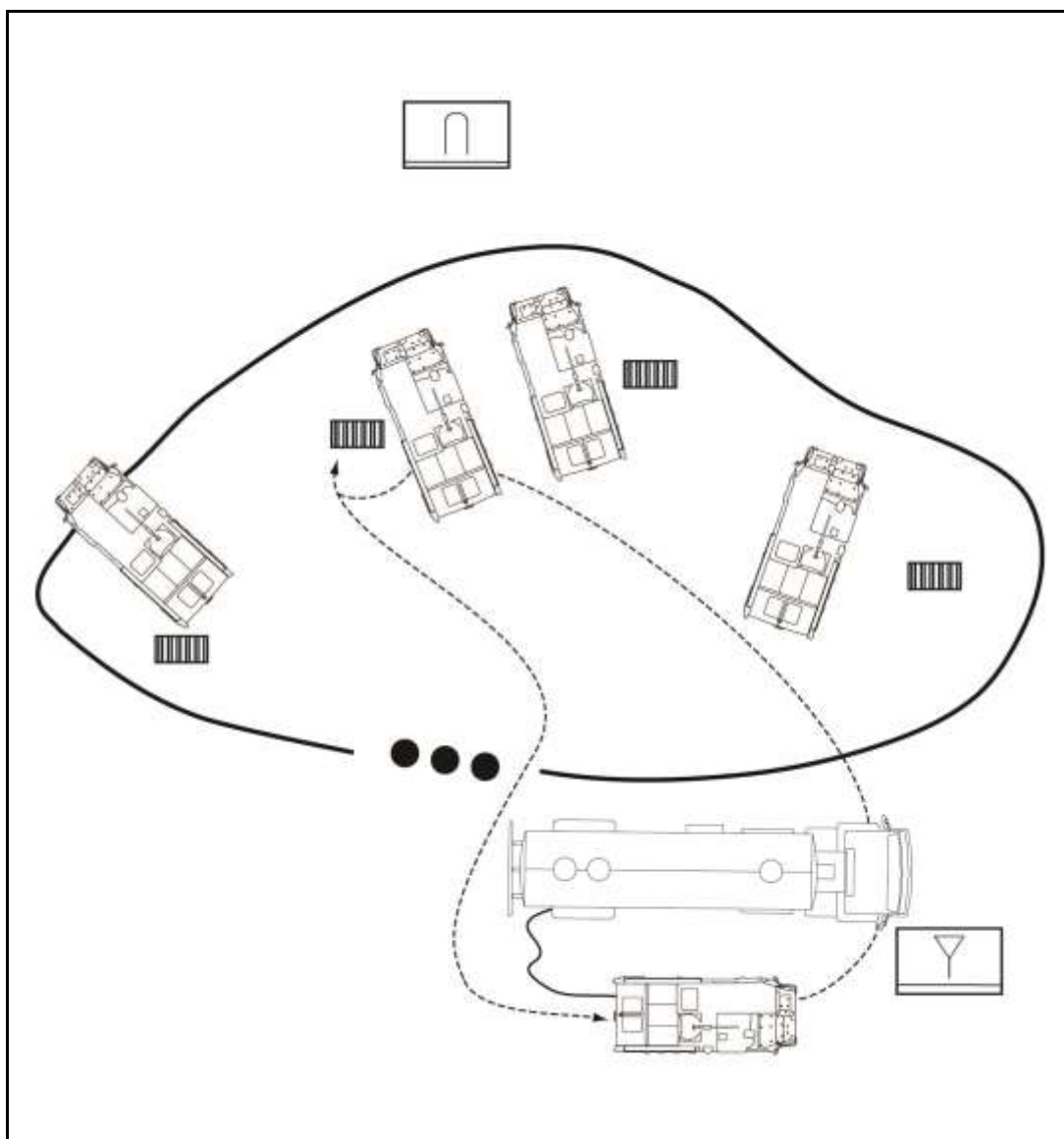


Figure 5-7. Prestock resupply operations—Method 2 (Class V prestock site for each vehicle)

AERIAL DELIVERY

5-62. Aerial delivery can be used as a method of resupply (see chapter 6, section IV this publication for more information). The following should be considered:

- The use of aerial delivery requires the coordination of the SBCT Infantry battalion staff and the BCT S-3, S-4, and ADAM/brigade aviation element (BAE) sections. Special reemphasis is placed on the enemy air defense capability.
- All companies need to know how to select LZ/DZ to receive aerial resupply. The delivered supplies are immediately transported away from the LZ/DZ.
- Units should return the sling or air delivery equipment to its owning unit.

SECTION IV – MAINTENANCE AND VEHICLE RECOVERY

5-63. The maintenance of weapons, equipment, and the Stryker vehicle is continuous. Every Soldier needs to know how to maintain his weapon, equipment, and perform operator level maintenance on the Stryker vehicle according to the related technical manual. The commander, XO, and ISG need to understand maintenance for every piece of equipment in the company as well as the standard operating procedures of the battalion and SBCT.

LEVELS OF MAINTENANCE

5-64. The Army employs the field and sustainment levels of maintenance as described below.

FIELD MAINTENANCE

5-65. Field maintenance is on-system maintenance, and mainly involves preventive maintenance and replacement of defective parts. The goal of field maintenance is to repair and return equipment to the Soldier. It covers tasks previously assigned to operator/crew, organization/unit, and direct support maintenance levels. It includes some off-system maintenance critical to mission readiness.

SUSTAINMENT MAINTENANCE

5-66. The company executive officer oversees sustainment maintenance of company headquarters elements that include communications, CBRN, armorer, vehicle maintenance, and supply. He is responsible to ensure that replacement or defective parts for all equipment are conducted within Army standards. The ISG oversees the Soldiers working within the company headquarters to ensure that the Soldiers within the company have the proper equipment and supplies to perform their tasks.

RECOVERY

5-67. Vehicle recovery must be planned as a contingency to an operation. The SBCT Infantry rifle company commander must remain flexible with his maneuver plan to lessen the impact of an inoperative vehicle during the execution phase. The leaders of the company should rehearse battle drills to speed in the recovery of the vehicle to continue operations. The Stryker vehicle has the advantage of self-recovery but occasionally requires a wrecker.

5-68. The techniques with Stryker vehicle recovery are to recover the vehicle to the rear or recover the vehicle forward during reorganization and consolidation. The decision is made by the company commander on which technique to employ and based on METT-TC. Soldiers with the vehicle requiring recovery will either stay with the vehicle and assists in its repair or cross level equipment and personnel onto other vehicles and continue mission.

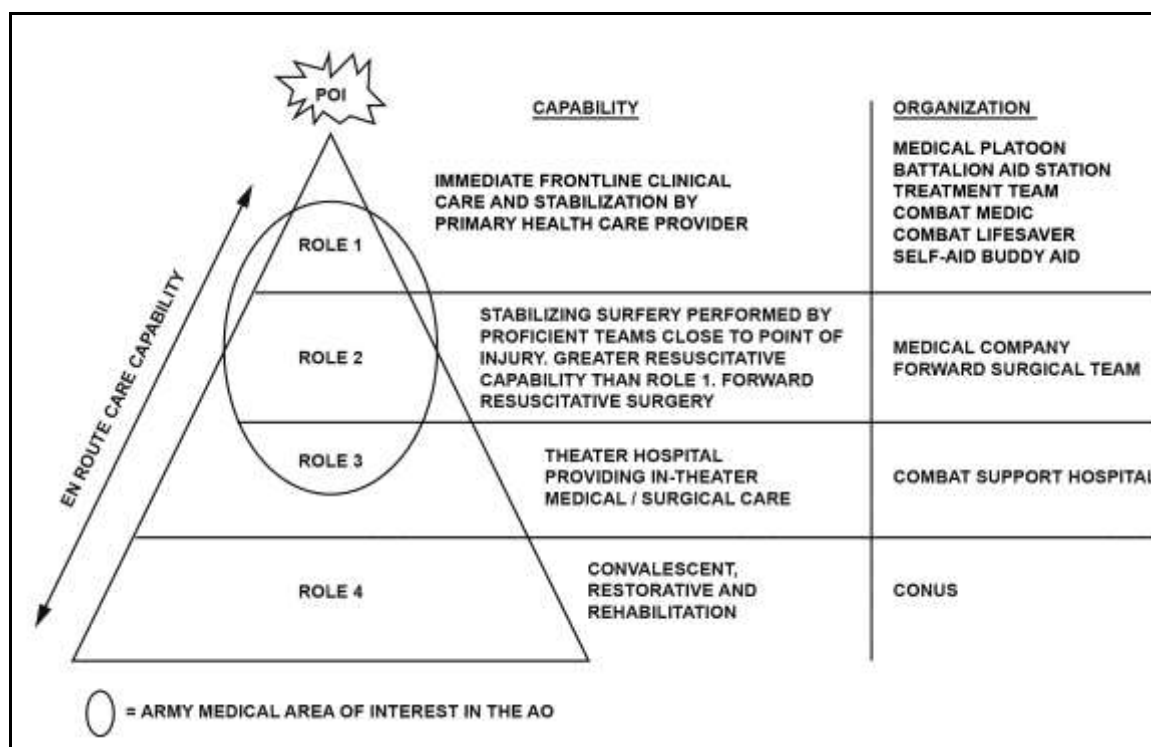
SECTION V – ARMY HEALTH SYSTEM SUPPORT

5-69. Army Health System support is a component of the Military Health System that is responsible for operational management of the health service support and force health protection missions for training, predeployment, deployment, and postdeployment operations. Army Health System includes all mission support services performed, provided, or arranged by the Army Medical Department to support health service support and force health protection requirements for the Army and as directed, for joint, intergovernmental agencies, coalition, and multinational forces. This system includes both force health protection and health service support. Force health protection encompasses measures to promote, improve, conserve, or restore the mental or physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. These measures include the prevention aspects of a number of Army Medical Department functions (preventive medicine, including medical surveillance and occupational health surveillance; veterinary services, including the food inspection and animal care missions, and the prevention of zoonotic disease transmissible to man; combat and operational stress control; dental services [preventive dentistry]; and laboratory services [area medical laboratory support]).

5-70. Health service support completes the Army Health System. Health service support encompasses all support and services performed, provided, or arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well-being of personnel in the Army. Additionally, as directed, provide support in other Services, agencies, and organizations. This includes casualty care (encompassing a number of Army Medical Department functions—organic and area medical support, hospitalization, and treatment aspects of dental care and behavioral/neuropsychiatric treatment, clinical laboratory services, and treatment chemical, biological, radiological, and nuclear patients), medical evacuation, and medical logistics. (Refer to FM 4-02 for more information.)

CASUALTY PROCEDURES

5-71. Casualties are an unfortunate part of combat. They can occur at any point during an operation and are contingency leaders must prepare for. Before moving a casualty it is important to know where the casualty needs to go, this may be determined by the severity of injuries, number of casualties, and availability of the medical treatment facility. Casualties vary in level of care and are treated at different facilities with varies levels of capability. They are labeled as Roles 1 to 4. Army air and ground evacuation platforms provide connectivity to assure a seamless continuum of medical care (refer to ATP 4-02.2 for more information). (See figure 5-8.)



Legend: AO = area of operations, CONUS = continental United States, POI = point of injury

Figure 5-8. Army air and ground evacuation

5-72. The SBCT Infantry rifle company is responsible for planning and coordination for the quickest response to a casualty with minimal impact on the mission as possible. This may include coordination with adjacent units and their support. The platoon or element with the casualty is responsible to provide security, respond to the casualty (combat medic preferred), and notify the company of the situation. The combat medic's assessment of the casualty determines the time requirement and levels of treatment the commander needs to support his decision for possible options. The commander must nest his CASEVAC plan and procedures with his higher echelons as well as know the locations of adjacent units medical facilities in order to meet a timely response for the casualty. The table 5-2 will tell what evacuation procedures are required for casualties. (Refer to ATP 4-25.13 for more information.)

Table 5-2. Categories of evacuation precedence

Priority I—URGENT	Is assigned to emergency cases that should be evacuated as soon as possible and within a maximum of 1 hour in order to save life, limb, or eyesight, to prevent complications of serious illness, or to avoid permanent disability.
Priority IA—URGENT-SURG	Is assigned to emergency cases that should be evacuated as soon as possible and within a maximum of 1 hour in order to save life, limb, or eyesight, to prevent complications of serious illness, or to avoid permanent disability.
PRIORITY II—PRIORITY	Is assigned to sick and wounded personnel requiring prompt medical care. This precedence is used when the individual should be evacuated within 4 hours or his medical condition could deteriorate to such a degree that he will become an URGENT precedence, or whose requirements for special treatment are not available locally, or who will suffer unnecessary pain or disability.
PRIORITY III—ROUTINE	Is assigned to sick and wounded personnel requiring evacuation but whose condition is not expected to deteriorate significantly. The sick and wounded in this category should be evacuated within 24 hours.
PRIORITY IV—CONVENIENCE	Is assigned to patients for whom evacuation by medical platform is a matter of medical convenience rather than necessity.
The NATO STANAG 3204 has deleted the category of Priority IV—CONVENIENCE; however, it will still be included in the U.S. Army evacuation priorities as there is a requirement for it on the battlefield.	

TECHNIQUES

5-73. techniques for the SBCT Infantry rifle company to handle casualties are—

- Consolidate casualties at a casualty collection point for the company and move them to a Role 1 or higher facility under company headquarters control.
- Have the element with the casualty establish a secure LZ and call for MEDEVAC.
- The company sends the MEV with security escort and picks up casualties at point of injury and transports them to Role 1 or higher facility.
- The company MEV with security escort conducts a linkup with the element with the casualty.
- The company authorizes diraluth to the element with the casualty and they transport the casualty to the nearest Role 1 or higher medical facility.

5-74. Within the SBCT Infantry rifle company, the following vehicles can be used to support CASEVAC.

Vehicle	Max Liter	Max Ambulatory	Mix Liter/Ambulatory
MEV	4	6	2/3
ICV	2*	8	1*/4
Light medium tactical vehicle (LMTV)	7*	12	Multiple combinations
Medium tactical vehicle (MTV)	8*	14	Multiple combinations

*Indicates a modification to the vehicle can be made for a nonstandard CASEVAC litter.

SECTION VI – ENEMY PRISONER OF WAR AND RETAINED/DETAINED PERSONS

5-75. International law, military training, ROE, and ethical principles demand that EPWs, detainees, and civilians be accorded the utmost humane treatment—

- Ensure procedures of 5-S's and T (search, silence, segregate, safety, speed, and tag) are followed.
- Use blindfolds for detainees (according to ROE) as necessary to prevent intelligence collection. Have available sand/dust goggles, duct tape, neck gaiters, and pressure dressings. Standardize EPW kits.
- Gather detainee packets with vehicles or at a collection point.
- Evacuate all detainees to the same location.
- Keep personal effects with the detainee. Use Ziploc baggies for this purpose.
- Take photos of each detainee and items of intelligence or evidentiary value in possession of the detainee.
- Conduct biometrics identity data collection.
- Use zip ties or flex cuffs to secure detainees.
- Dedicate vehicles for detainee transportation. This requirement should be separate from CASEVAC and HNSF transportation requirements.
- Plan for blankets or clothing to safeguard detainees when operations are conducted at night during inclement weather.
- Recover shoes for the detainee to wear.
- Remember documentation is important. Enemy forces may be released because of improper documentation.
- Use explosive detection kits when available. They should be used immediately to provide additional evidence for future legal processing.
- Provide needle proof gloves if possible to avoid injury to those searching and handling detainees.

CAPTURED ENEMY EQUIPMENT AND CAPTURED ENEMY AMMUNITION

5-76. Consolidate captured enemy equipment (CEE) and captured enemy ammunition (CEA) at the end of the operation. This action should have senior leadership oversight preferably the company 1SG and XO. Normally the 1SG is responsible and oversees the consolidation and the XO is responsible for the coordination for transportation and disposal with supporting elements. Units need to develop a plan to consolidate, handle, and move CEE and CEA. Be prepared to secure areas where CEE and CEA are found. Blow it up in place, if needed. All units should have this capability due to lack of availability of EOD/engineers. Follow restrictions in ROE or unit directives. Possess the means to carry contraband (garbage bags, sandbags, and so forth) and backhaul it to a captured enemy equipment or ammunition site. Handle UXO/IED/booby traps according to unit SOP. Possess the means to catalog and record CEE and CEA information, to include photographic media.

TRANSPORTATION

5-77. The XO and commander are responsible to plan sufficient transportation to move the unit in a manner that supports the ground tactical plan. A technique is to plan ground movement in a manner similar to an air assault operation with five phases. They are as follows:

- Staging plan.
- Loading plan.
- Movement plan.
- Unloading, control, security, and consolidation of vehicles plan (during execution).
- Withdrawal plan.

5-78. Be aware that vehicles may not be organic to a unit, so place someone from that unit to mission command and maintain accountability/liaison with the vehicles. Make every effort to integrate attached units, assets, and personnel. Usually, the XO coordinates with the attached units and the 1SG manages their and oversees their support efforts. This includes briefings, rehearsals, and inspections of personnel, equipment, and vehicles. Ensure understanding of SOPs and contact drills and conduct detailed rehearsals. HNSF need to be part of the transportation plan. Movement may be by their own assets or provided to them. If they are part of the operation then they are included and accounted for in our transportation plan.

5-79. A master manifest should be maintained at unit level that includes sensitive item inventories and other important information. This list can be used to establish accountability if vehicles or sensitive items are lost. Conduct preventive maintenance (PM) or preventive maintenance checks and services (PMCS) on vehicles before departure. Cross-level or load vehicles with key leaders, skills, logistics, medical assets, and weapons systems to avoid the loss of critical assets with the loss of one vehicle. Make sure vehicles are marked or possess markers that can be used to identify their locations to deconflict air and other friendly fires. To facilitate mission command, vehicles can be marked on the sides or back based on their departure times or elements during movement. Nontraditional assets such as civilian trucks may be appropriated according to established ROE to assist in moving personnel or material to or from the objective.

Chapter 6

Augmenting Combat Power

For the SBCT Infantry rifle company to achieve its full combat potential, the commander integrates all available assets effectively. This chapter discusses fires, protection, aviation, inform and influence activities (IIA), military information support operations, and civil affairs.

SECTION I – FIRES

6-1. Fire support is fires that directly support land, maritime, amphibious, and special operations forces to engage enemy forces, combat formations, and facilities in pursuit of tactical and operational objectives (JP 3-09). Fire support assets include mortars, field artillery (FA) cannons, rockets, missiles, CAS, and naval gunfire (NGF). Nonlethal effects may be achieved using obscuration or illumination munitions, and some electronic warfare assets. Nonlethal effects may be achieved by using munitions in a manner designed to influence rather than injure an opponent. An example of this use might be firing massed artillery at an uninhabited area in the opponent's view to influence his actions.

FIRE SUPPORT TEAM

6-2. Chapter 1, Sections III and IV discussed briefly the organization, duties, and responsibilities of the SBCT Infantry rifle company FIST personnel. This section examines in more detail the equipment, capabilities, procedures, and other considerations that affect the SBCT Infantry rifle company FIST and its employment in the accomplishment of lethal and nonlethal fire support tasks.

- A *fire support team* is a field artillery team organic to each maneuver battalion and selected units to plan and coordinate all available company supporting fires, including mortars, field artillery, naval surface fire support and close air support integration (FM 3-09). The company commander is ultimately responsible for integrating fires in support of his scheme of maneuver; the company FSO serves as his principle advisor for fire support. The company FSO fully needs to understand the company commander's scheme of maneuver. On the basis of the commander's guidance, the company FSO synchronizes fire support within the maneuver plan and presents the fire support plan to the commander for his approval.
- A *forward observer* is an observer operating with front line troops trained to adjust ground or naval gunfire and pass back battlefield information (JP 3-09). In the absence of a qualified air controller, the observer may control close air support strikes. Platoon forward observers are equipped with target acquisition devices that assist in accurately locating targets and the communications gear needed to call for fire. They are the primary fire support observers in the company/troop and are frequently collocated with platoon leaders. They provide target refinement, execute planned fires, and request fires for their supported platoons.
- A *Joint Fires Observer (JFO)* is a trained and certified Service member who can request, adjust, and control surface-to-surface fires. For air-to-surface fires, they can provide timely and accurate targeting information to the Joint Tactical Air Controller (JTAC) or, when approved by the JTAC, to the aircraft directly, and perform autonomous terminal guidance operations (TGO). The JFO adds joint warfighting capability but cannot provide terminal attack control during CAS operations (ATP 3-09.32/MCRP 3-16.6A/NTTP 3-09.2/AFTTP(I) 3-2.6).

COMMUNICATIONS

- 6-3. The FIST has the capability to transmit on or monitor these five networks:
- Fires battalion fire direction net (digital). The FIST uses this net to send calls for fire.

- SBCT Infantry rifle company command network (voice). This network enables the FIST to monitor company operations, and links it to the commander and platoon leaders for planning and coordination.
- Blue Force Tracker (BFT)/Joint Capabilities Release (JCR) enables the FIST to have a COP with the SBCT Infantry rifle company, the SBCT Infantry battalion fires cell, and other fire support teams.
- SBCT Infantry battalion fire support network (voice). The FIST communicates with the fires on this network for which the fires cell is the NCS.
- Mortar platoon fire direction network (digital). As needed, the FIST sends fire missions to the supporting mortar platoon or section using this network.

FIRE SUPPORT TEAM EMPLOYMENT

6-4. The SBCT Infantry rifle company fire support officer (FSO), usually collocated with the company commander, positions the fire support vehicle where he or the senior fire support sergeant can observe and control execution of the fires plan or a specified fire support task most effectively. The FSO establishes OP that takes maximum advantage of the capability of the Lightweight Laser Designator/Rangefinder (LLDR) system and Laser Designator Module (LDM) to execute lethal, accurate fires. The FSO communicates with the commander on the company command net. This option allows the FSO to maintain effective control of his FOs and to conduct required fires coordination.

FIRE SUPPORT PLANNING AND COORDINATION

6-5. Effective fire support does not happen without prior planning and coordination. The observer knows what his responsibilities are and where he fits into the overall plan.

6-6. The FSO is in charge of the company FIST. He is also the principal fire support advisor to the company commander when assigned or attached to a company or troop. The FIST plans, coordinates, and executes fire support for the company commander's concept of operations. The FSO ensures he thoroughly understands what the company commander is trying to do and how the commander wants fires to influence the operation.

6-7. The maneuver commander has the responsibility to integrate fire support with the scheme of maneuver. He provides the commander's intent for an operation and issues guidance, including guidance for fire support. The FSO translates the guidance into tasks for fire support. The FSO then assigns tasks to the observers that enable the FIST to complete the tasks assigned by the commander.

6-8. The maneuver commander also has the responsibility to ensure that observers understand what targets can be engaged, when they can be engaged, and which targets are the priority for the operation.

6-9. Observers have a responsibility to ensure they understand the criteria for engaging targets established by the commander. (Refer to ATP 3-09.32/MCRP 3-16.6A/NTTP 3-09.2/AFTTP(I) 3-2.6) for more information on fire support planning and coordination.)

6-10. Fire support planning includes developing integrated fire plans (target lists, fire support execution matrix (FSEM), FIST matrix, scheme of fires, and overlays) and determining forward observer control options that support the commander's scheme of maneuver.

6-11. The FIST stays abreast of the maneuver situation at all times and monitor voice requests for fire support within the maneuver element to prevent fratricide as the result of friendly fire support. The FIST advises the commander on any fire support coordination measures (FSCMs) in effect.

Note. Risks are always present when employing fires. Everyone involved with the planning, coordinating, and delivery of fires is responsible for evaluating and managing the risks. (Refer to ATP 5-19 for more information.)

Basic Fire Support Tasks

6-12. Effectiveness of the fire support effort is measured by creating desired effects on the enemy, setting conditions for decisive operations, and supporting joint force operations. Effective fire support depends on planning for the successful performance of the following four basic fire support tasks:

- Support Forces in Contact. The commander provides responsive fire support that protects and ensures freedom of maneuver to forces in contact with the enemy throughout the operational area.
- Support the Concept of Operation. The concept of operations (CONOPS) clearly and concisely expresses what the commander intends to accomplish and how it will be done using available resources. The concept of fires describes how fires will be synchronized and integrated to support the commander's objectives as articulated in the CONOPS.
- Synchronize Joint Fire Support. Fire support is synchronized through fire support coordination, beginning with the commander's visualization and CONOPS. Fire support is planned both continuously and concurrently with the development of the scheme of maneuver. Further, operations providing fire support is synchronized with other force operations (for example, air operations, information collection functions, SO, and IO) in order to optimize the application of limited resources, achieve synergy, and avoid fratricide.
- Sustain Joint Fire Support Operations. Fire support planners formulate fire support plans to reflect logistic limitations and to exploit logistic capabilities. Ammunition, fuel, food, water, maintenance, transportation, and medical support are all critical to sustaining fire support operations.

Types of Fires

6-13. In fire planning, consider the following types of fires—

- Fires not only in front of the force, but also to the flanks and rear. The commander and FSO usually plans one third of the maximum range of organic fire support to stay behind the forward line of troops.
- Massed fires on choke points and key terrain to canalize, slow, and block the enemy movement.
- Fires to suppress bypassed enemy pockets of resistance until friendly maneuver elements are safely past. Suppressive fires and other fires may then be needed to support follow-on force actions against the bypassed forces.
- Fires that do not create obstacles and barriers to friendly forces and limit forward progress.

Desired Effects

6-14. Desired effects describe the lethal and nonlethal effects fires (including EW systems) that need to be achieved against a specific target. The company commander can use numerous terms to describe desired effects, with the most common being deceive, degrade, delay, deny, destroy, disrupt, divert, exploit, interdict, influence, neutralize, and suppress. (Refer to ADRP 3-09 for more information.)

Effects

6-15. An effect is—

- The physical or behavioral state of a system that results from an action, a set of actions, or another effect.
- The result, outcome, or consequence of an action.
- A change to a condition, behavior, or degree of freedom as the result, outcome, or consequence of an action.

6-16. Army and joint doctrine describe effects in two ways:

- Direct effect. A direct effect is the proximate, first-order consequence of an action, such as the destruction of a target by precision-guided munitions. Direct effects are immediate and easily recognizable.
- Indirect effect. An indirect effect is a delayed or displaced consequence associated with the action that caused the direct effect. Indirect effects often are less observable or recognizable

than direct effects, particularly when they involve changes in an adversary's behavior. However, an indirect effect may be the one desired.

Allocation

6-17. Decisions on allocations of fires are based on the decisive operation, the task of each unit, and the expected enemy capabilities. The commander ensures all fires assets are addressed to include target acquisition (TA). Allocation may be expressed as specific targets, numbers of targets/zones for planning purposes, or as assets available (for example, 1x FA PLT DS to Alpha Co). Priority of fires is addressed for planned activities but can change based on a change to the enemy COA, completion of events, or planned branches and sequels.

Positioning Guidance

6-18. Positioning guidance provides instructions for the movement of fires assets and observer positioning to support the scheme of maneuver. Positioning guidance should highlight any specific changes to the unit basic load, if necessary for special missions. The positioning guidance should address the commander's summary report (CSR) particularly if it impacts successful mission accomplishment. An example of positioning guidance is as follows: "MTR PLT IPRTF vic NLT H+20 and support 1st PLT breach vic OBJ CHIEFS. Ensure 40 min x 400 of smoke on hand. 2d PLT establish OP1 vic 7081 with laser designating capability. CSR limited to 10 HE/ 5 SMK/ 3 ILLUM."

Attack Guidance

6-19. Attack guidance describes which delivery systems are to be used to attack specific target types and the criteria that needs to be met before processing the target. Initial attack guidance is usually provided from a higher headquarters order and should be modified as needed based on mission analysis and COA development. Attack guidance is usually articulated in a matrix format. It also may be included in the following products:

- High-payoff target list (HPTL).
- Target selection standards (TSS).
- Attack guidance matrix (AGM).

Restrictions

6-20. Restrictions describe constraints in terms of requiring something to do or prohibiting an action. Some considerations include restrictions on ammunition expenditures, types of fires, areas of employment, creation of obstacles, limiting risk to friendly troops, minimizing the loss of civilian life, and permissive and restrictive FSCMs. Examples of restrictions are: "No cratering munitions on HWY 322. No occupation or use of incendiary munitions in built up areas. CFL PL BLUE, o/o PL RED. NFA 1-2 in effect."

CLEARANCE OF FIRES

6-21. The maneuver commander is the final authority to approve (clear) fires and their effects within his zone or AO. Although the commander may delegate authority to coordinate and clear fires to his FSO, the ultimate responsibility belongs to the commander. During certain operations, especially in stability tasks, it may take a BCT commander or a division commander to approve fires. Usually, the FSO assists the commander by recommending the clearance of fires and provides an assessment of collateral damage if necessary. Using BFT/JCR allows request fires digitally by highlighting the call-for-fire box on the BFT/JCR supporting arms liaison team (SALT) report tab or using a traditional call-for-fire format. Once the FSO receives this request via BFT/JCR, he clears the request through the company commander. If the company commander approves the request, the FSO then forwards the request through the fire support channels via FM or the Advanced Field Artillery Tactical Data System (AFATDS).

OBSCURATION AND SCREENING

6-22. Leaders have a variety of smoke munitions available to achieve the desired effects. Since weather conditions can affect obscuration, the company commander ensures that they set the conditions for the proper employment and placement of smoke to enable the mission with respect to adjacent units that may be affected.

6-23. When used correctly smoke can significantly reduce the enemy's effectiveness both in daytime and at night. Use smoke to reduce the ability of the enemy to deliver effective fires, to hamper hostile operations, and to deny the enemy information on friendly positions and maneuvers. Smoke reduces the effectiveness of laser beams and inhibits electro-optical systems including some night vision devices. The four types of smoke are—

- Obscuring smoke is placed on or near the enemy to suppress enemy observers and to minimize their vision.
- Screening smoke is a smoke curtain used on the battlefield between enemy observation points and friendly units to mask friendly forces, positions, and activities.
- Deception smoke is a smoke curtain used to deceive and confuse the enemy as to the nature of friendly operations.
- Signaling smoke is used to establish a reference for friendly forces.

6-24. Use obscuring smoke to—

- Defeat flash ranging and restrict the enemy's counterfire program.
- Obscure enemy observation posts and reduce their ability to provide accurate target location for enemy fire support assets.
- Obscure enemy direct fire weapons and lasers.
- Instill apprehension and increase enemy patrolling.
- Slow enemy vehicles to blackout speeds.
- Increase control problems by preventing effective visual signals and increasing radio traffic.
- Defeat night observation devices and reduce the capability of most IR devices.

6-25. Use screening smoke for—

- Deceptive Screens. Smoke draws fire. Deceptive screens cause the enemy to disperse his fires and expend his ammunition.
- Flank Screens. Smoke may be used to screen exposed flanks.
- Areas Forward of the Objective. Smoke helps the maneuver units consolidate on the objective unhindered by enemy ground observers.
- River Crossing Operations. Screening the primary crossing site denies the enemy information. Deceptive screens deceive the enemy as to the exact location of the main crossing.
- Obstacle Breaching. The enemy is denied the ability to observe breaching unit activities.

ILLUMINATION

6-26. Illumination fires (visible or infrared) are useful in exposing an opponent at night. Illumination fires may give friendly forces an advantage by reducing the enemy forces' ability to operate at night without being targeted and attacked with minimal collateral damage. Infrared illumination enhances the Soldier's use of some night vision devices to more easily locate targets and enable surprise fires on enemy forces not equipped with night vision devices.

FIELD ARTILLERY

6-27. FA is the maneuver commander's principal means for providing indirect FS to his maneuver forces. FA can neutralize, suppress, or destroy enemy direct fire forces, attack enemy artillery and mortars, provide battlefield obscuration, and deliver FASCAM to isolate and interdict enemy forces, or to protect friendly operations. FA elements within maneuver organizations serve as the integrating center for all elements of FS. FA delivery systems include cannons, rockets, and missiles. These systems can provide fires under all conditions of weather and in all types of terrain. They can shift and mass fires rapidly without having to displace.

MORTARS

6-28. The mortar platoon organic to the SBCT Infantry battalions can augment the company mortars to provide more responsive indirect fires. Battalion mortars provide close, immediately responsive fire support for committed companies. These fires harass, suppress, neutralize, and destroy enemy attack

formations and defenses; obscure the enemy's vision; and inhibit the enemy's ability to maneuver. Mortars can be used for final protective fires, smoke, and illumination.

6-29. The SBCT Infantry battalion commander decides how and when to integrate mortars, as a key fire support asset, into his operations plan. However, since they are fire support assets, the battalion FSO should give advice and make recommendations to the commander. The battalion commander may specify mortar support for subordinate units by changing the command relationship, assigning priority of fires, or assigning priority targets. The company commander and FSO should integrate their mortar section to cover targets to support in the company scheme maneuver and engage plan targets that may not be covered by the battalion mortar platoon.

SECTION III – PROTECTION

6-30. Protection tasks and systems reduce risk, mitigate identified vulnerabilities, and act on opportunity. The tasks and systems that comprise the protection warfighting function effectively protect the force, enhance the preservation of combat power, and increase the probability of mission success. The SBCT Infantry rifle company commander integrates and synchronizes organic and augmented forces that support their own and higher echelons protection tasks with their operations. (Refer to ADRP 3-37 for more information.)

6-31. The 14 protection tasks and systems are—

- Air and missile defense.
- Personnel recovery.
- Operational area security.
- Antiterrorism.
- Survivability.
- Force health protection.
- CBRN.
- Employ safety techniques (including fratricide).
- Operations security.
- Provide explosive ordnance disposal (EOD) and protection support.
- Intelligence support to protection.
- Physical security procedures.
- Law and order.
- Internment and resettlement.

6-32. The following paragraphs discuss the seven protection tasks and systems that the SBCT Infantry rifle company encounter that have not been previously explained.

AIR AND MISSILE DEFENSE

6-33. Air defense artillery is to provide fires to protect the force and selected geopolitical assets from aerial attack, missile attack, and surveillance. The SBCT Infantry rifle company operates with air defense systems and synchronizes operations to ensure that the air defense systems are protected from a ground threat to ensure the higher unit's commander's protection plan is implemented accordingly. AMD elements protect installations and personnel from over-the-horizon strike by conventional and CBRNE warheads according to METT-TC.

6-34. Indirect fire protection systems protect forces from threats that are largely immune to air defense artillery systems. The indirect fire protection intercept capability is designed to detect and destroy incoming rocket, artillery, and mortar fires. This capability assesses the threat to maintain friendly protection and destroys the incoming projectile at a safe distance from the intended target.

6-35. The AMD task consists of active and passive measures that protect personnel and physical assets from an air or missile attack. Passive measures include camouflage, cover, concealment, hardening, and

OPSEC. Active measures are taken to destroy, neutralize, or reduce the effectiveness of hostile air and missile threats. (Refer to ADRP 3-37 for more information.)

THE THREAT

6-36. In analyzing the physical variable of a battalion's operational environment, planners must take into account the airspace above the battalion's AO. Some areas to consider include:

- Location of threat airfields and launching points.
- Range of aircraft and missiles.
- Physical constraints in the friendly AO.
- Buildings and other structures.
- Power lines and antennas.
- Hills, trees, and other natural barriers to movement and observation.
- Weather.

6-37. The following are some of the types of air threats and typical maneuvers that the battalion can expect to encounter against a well-equipped enemy:

- Unmanned aerial vehicles (UAV's) are small and elusive. They usually fly low, but the altitude can vary. Once in the target area, they may fly an orbit attempting to stay out of engagement range of ADA.
- Most surface-launched cruise missiles follow the terrain and use terrain masking. Due to their range, they might take indirect approach routes.
- Ballistic missiles are not terrain-dependent. They fly from launch point to objective. Their flight is not restricted by terrain.
- Tactical air-to-surface missiles usually fly direct routes from launch platform to the target.
- Rotary-wing aircraft primarily conduct contour flights. They follow ridgelines and military crests, using the terrain to mask their approach to the target area.
- Fixed-wing aircraft usually follow major terrain or man-made features. Depending on range, they may fly a straight line to the target.
- Ordnance or payload can affect range and altitude of the air system and, thus, influence the selection of avenues of approach for airborne and air assault operations.

6-38. Units can expect the threat to attempt to counter U.S. defensive and offensive operations with a myriad of aerial platforms. UAS provide the threat commander the necessary information to determine friendly unit locations, movements, and objectives. Aerial and artillery strikes can be generated from the intelligence gathered against the following targets:

- Maneuver force.
- Forward arming and refueling points.
- Aviation bases.
- Command and control nodes.
- Reserve troop concentrations.
- Forward support company areas.
- Terrain features.
- Obstacles constricting unit movements as U.S. forces advance to close with the enemy forces.

6-39. Lethal UAS can be effective in disabling mission command, and intelligence facilities or destroying armored vehicles. The threat probably will use cruise missiles against logistical concentration, mission command nodes, or with submunitions for area denial. It probably will use rotary wing aircraft to attack forward elements and the flanks of the advancing enemy maneuver force to slow their tempo, cause confusion and, thereby, inflict maximum casualties. Rotary wing aircraft also can be used to conduct operations across forward line of own troops (FLOT), CAS, and air insertion operations. Armed attack helicopters constitute the most widespread and capable air threats to friendly ground forces in the close battle.

PASSIVE AIR DEFENSE

6-40. Soldiers use passive air defense measures to avoid detection from enemy air attack. Passive air defense is all measures, other than active air defense, taken to minimize the effectiveness of hostile air and missile threats against friendly forces and assets. These measures include camouflage, concealment, deception, dispersion, reconstitution, redundancy, detection and warning systems, and the use of protective construction. (JP 3-01) Concealing large vehicles like the Abrams tank and Bradley fighting vehicle (BFV) is difficult. Commanders should consider deception techniques to disguise their intentions and active air defense.

DAMAGE-LIMITING MEASURES

6-41. Damage-limiting measures are attempts to limit any damages should the enemy detect friendly forces. These measures are used when units are in a static position such as an assembly area, or when they are maneuvering. If caught in the open, personnel should immediately execute battle drills and move to positions of cover and concealment that reduce the enemy's ability to acquire or engage them. The same measures taken to limit damage from artillery attack are used for dispersion, protective construction, and cover. Examples of damage-limiting measures include vehicle dispersion, camouflage, and dug-in fighting positions with overhead protection.

ACTIVE AIR DEFENSE

6-42. Although passive measures are the first line of defense against air attack, troops must be prepared to engage attacking enemy aircraft. The decision to fight an air threat is based on the immediate situation and weapons system capabilities. Based on the mission, companies do not typically engage aircraft except for self-preservation or as directed by the battalion or company commander.

ENGAGEMENT TECHNIQUES

6-43. The crew's goal is to engage and destroy or suppress targets as fast as possible. Basic engagement procedures used for all engagements include:

- The vehicle commander might be required to lay the gun for direction if the gunner's scan is away from the target. He will release control to the gunner (target hand-off) and issue the fire command.
- Once the target is acquired, the gunner identifies and discriminates the target.
- The vehicle commander then confirms the target and gives the fire command.
- The gunner completes his switch checks.

SMALLS ARMS USED FOR AIR DEFENSE

6-44. Small arms used for air defense incorporate the use of volume fire and proper aiming points according to the target. The key to success in engaging enemy air is to put out a high volume of fire. All weapons designated by the commander should be used, including Stryker Vehicles, HUMWVs and trucks, and Infantry direct fire automatic weapons. The commander must decide whether to engage and must provide the engagement command for the entire unit to fire upon the attacking aircraft rather than having Soldiers fire at the aircraft individually.

SURVIVABILITY

6-45. Survivability includes all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. Survivability tactics include building a good defense; employing frequent movement; using concealment, deception, and camouflage; and constructing fighting and protective positions for both individuals and equipment.

6-46. Survivability operations are the development and construction of protective positions (such as earth berms, dug-in positions, overhead protection, and counter surveillance means) to reduce the effectiveness of enemy weapons systems. Survivability operations range from employing camouflage, concealment, and deception to include the supporting task of battlefield obscuration to hardening facilities, mission command nodes, and critical infrastructure.

6-47. Survivability operations often enable other protection tasks and systems, to include AMD, operational area security, antiarmor, and CBRN. Survivability operations also provide support to the movement and maneuver warfighting function by conducting mobility and countermobility operations.

6-48. Commanders may call on engineers to support the protection efforts. Augmented engineers to the SBCT can mass their skills and equipment to develop defensive positions into fortifications or strongpoint's and improve defensive positions. They provide survivability applications to host nation facilities and U.S.-operated facilities to include entry control points, guard towers, and other means of hardening.

6-49. While survivability operations are traditionally recognized as an engineer task, units at all echelons have an inherent responsibility to improve their positions, whether a fighting position, bunker, or forward operating bases (FOB). Survivability consists of four areas that are designed to reemphasize efforts toward mitigating friendly losses to hostile actions or environments. They are as follows:

- Mobility. Maintaining freedom of movement is usually the SBCT engineer company's primary effort when conducting offense, defense, and operations to support stability tasks.
- Situational understanding. Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationship between the mission variables to facilitate decision making (ADRP 3-0). It requires the ability to identify, process, and comprehend the critical elements of information about what occurs inside the commander's AO. Having accurate situational understanding provides the baseline for hazard assessments

Note. The situational understanding of terrain, through proper terrain analysis, is important to survivability and the development of survivability positions, minimizing the requirements to adjust terrain and leading to the efficient use of survivability assets.

- Hardening. Hardening is the act of using natural or man-made materials to protect personnel, equipment, or facilities. Hardening measures protect resources from blast, direct and indirect fire, heat, radiation, or EW. Hardening is accomplished by using barriers, walls, shields, berms, or other types of physical protection. It is intended to defeat or negate the effects of an attack and includes fighting positions, protective positions, armored vehicles, Soldiers, and information systems. The Stryker vehicles can engage targets without exposing their hull if behind a hardened position.
- Camouflage, concealment, and deception. Camouflage, concealment, and deception use materials and techniques to hide, blend, disguise, decoy, or disrupt the appearance of military targets and their backgrounds to prevent visual and electronic detection of friendly forces. Camouflage, concealment, and deception help prevent an enemy from detecting or identifying friendly troops, equipment, activities, or installations and include battlefield obscuration capabilities to obscure, screen, mark, or deceive. Battlefield obscuration is a major supporting task of camouflage, concealment, and deception and is typically provided by specialized CBRN elements or fires.

FORCE HEALTH PROTECTION

6-50. Force health protection includes measures taken by commanders, leaders, individual Soldiers, and the military health system to promote, improve, or conserve the behavioral and physical well-being of Soldiers. These measures enable a healthy and fit force, prevent injury and illness, and protect the force from health hazards. It includes the prevention aspects of several Army Medical Department functions, such as—

- Preventive medicine to include medical surveillance and occupational and environmental health surveillance.
- Veterinary services, including food safety, food security, quality assurance, animal care missions, and the prevention of animal borne diseases transmissible to man.
- Combat and operational stress control.
- Laboratory services to include area medical laboratory (AML) support.
- Dental services to include preventive dentistry.

6-51. Army personnel need to be physically and behaviorally fit. This requirement demands programs that promote and improve the capacity of personnel to perform military tasks at high levels, under extreme conditions, and for extended period. These preventive and protective capabilities include physical exercise, nutritional diets, dental hygiene and restorative treatment, combat and operational stress management, rest, recreation, and relaxation that are geared to individual or organizations. (Refer to ADRP 3-37 for more information.)

CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR

6-52. CBRN are the employment of tactical capabilities that counter the entire range of CBRN threats and hazards through CBRNE proliferation prevention, CBRNE counterforce, CBRN defense, and CBRN consequence management activities. In turn these support operational and strategic objectives to combat CBRNE and operate safely in CBRN environments. CBRN threats and hazards include CBRNE, improvised weapons and devices, and toxic industrial materials (TIM) and can potentially cause mass casualties and large-scale destruction. Many state and nonstate actors (to include terrorists and criminals) possess or have the capability to possess, develop, and proliferate CBRNE. U.S. policy prohibits the use of chemical or biological weapons under any circumstances, but it reserves the right to employ nuclear weapons. Many potential enemies are under no such constraint.

6-53. Protecting Soldiers from the harmful hazards associated with CBRN attacks in an AO is essential to preserving combat power. When the probability of CBRN threat exists, commanders and leaders conduct a deliberate analysis to posture and equip forces for survival and mission effectiveness. CBRN personnel consider METT-TC and related information to provide recommendations on protection requirements that are reflected in the mission-oriented protective posture (MOPP) level. Staff and leader involvement ensures safe and sustained operations under various climatic conditions. Commanders should develop standard responses and COAs for each projected mission. The standard MOPP levels are—

- MOPP Ready. Carry a protective mask, and ensure that individual protective gear is available within 2 hours. A second set needs to be available in 6 hours.
- MOPP0. Carry a protective mask, and ensure that individual protective gear is available, within arm's reach.
- MOPP1. Don an overgarment.
- MOPP2. Don protective boots.
- MOPP3. Don a protective mask.
- MOPP4. Don protective gloves.

6-54. Leaders know that they cannot expect the same work rates in MOPP4 as they achieved in MOPP0. They reevaluate the ability to meet mission requirements and communicate changes to the force. MOPP reduction decisions are between the most difficult to make because of the many considerations that affect the final decision. The CBRN reconnaissance platoon in the brigade engineer battalion (BEB) assists in the decision-making process by confirming or denying the presence of a CBRN threat through reconnaissance. Commanders evaluate the situation from the intelligence of the threats capabilities and intentions and the risks associated with operations. Factors include the criticality of the established mission, potential effects of personnel exposure, and the impact on the casualty care system. Commanders can then determine what follow-on COAs to employ.

6-55. Leaders determine the appropriate MOPP level by assessing METT-TC factors and weighing the impact of increased protection levels. Higher headquarters provides MOPP level directives to subordinate elements. (Refer to FM 3-11.4 for more information.)

EMPLOY SAFETY TECHNIQUES

6-56. Safety needs to be considered as part of planning for all missions. Operational conditions often impose significant hazards to Soldiers through the increased probability of an accidental event. In an extreme OE, these hazards raise the risk level as equipment and personnel are taxed. Leaders need to know their Soldiers and trained crews, and operators need to know the capabilities and limitations of their platforms and systems. To maintain a continuous operational tempo, commanders need to know how to employ and sustain personnel and equipment. When planning operations, commanders—

- Consider human endurance limits and environmental conditions.
- Balance the possible benefits of sustained, high-tempo operations with the level of risk.
- Accept no unnecessary risks.
- Conduct high-risk operations only when the potential gain or benefit outweighs the potential loss.

6-57. Integrating safety into the operations process through the protection warfighting function and the risk management process provides an opportunity to identify and assess hazards to the force and develop risk reduction measures. The responsibility for safety starts with the commander and continues through the chain of command to individuals. Safety works best when all leaders and Soldiers receive training to recognize hazards and implement controls to reduce or mitigate risks in their daily operations. (Refer to ATP 5-19 for more information.)

6-58. Fratricide and friendly fire are the unintentional killing of friendly personnel by friendly firepower. The destructive power and range of modern weapons, coupled with the high intensity and rapid tempo of combat, increase the potential for fratricide and friendly fire. Tactical maneuvers, terrain, and weather conditions may increase the danger of fratricide and friendly fire. (See chapter 1 of this publication.)

6-59. SBCT Infantry rifle companies need to pay close attention to surface danger zones (SDZs) when conducting operations. With the addition of more crew served weapons, RWS, MGS, and Infantry; weapon capability awareness is much more of a factor. The Stryker vehicle is designed to be a carrier and not a combat vehicle. The technique is to deploy Soldiers from the vehicle before making contact. This can often lead to Infantry being forward of the vehicles and their weapon systems and in their SDZs. Leaders should plan means of mounted maneuver with dismounted elements to avoid potential fratricide.

OPERATIONS SECURITY

6-60. OPSEC is the process of identifying essential elements of friendly information and analyzing friendly actions attendant to military operations and other activities to—

- Identify those actions that can be observed by adversary intelligence systems.
- Determine indicators hostile intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries.
- Select and execute measures that eliminate or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation.

6-61. OPSEC applies to all operations across the range of military operations. All units conduct OPSEC to preserve essential secrecy. Commanders establish routine OPSEC measures in unit SOPs.

EXPLOSIVE ORDNANCE DISPOSAL

6-62. The mission of EOD is to eliminate or reduce the effects of explosive ordnance (EO) hazards to protect combat power. EO hazards are frequently increasing dangers in the modern combat. They limit mobility, deny the use of critical assets, and threaten to injure or kill Soldiers at levels unprecedented in the past. U.S. and multinational use of munitions that disperse submunitions across a wide area has led to increased amounts of UXO on the battlefield. EOD forces are trained, equipped, and organized to deal with the increased quantity, sophistication, and lethality of EO and support U.S. and multinational forces across the range of military operations.

IMPROVISED EXPLOSIVE DEVICE DEFEAT (IED DEFEAT)

6-63. The IED defeat framework is derived from the fundamentals of assured mobility. Assured mobility encompasses those actions that provide commanders with the ability to deploy, move, and maneuver where and when they desire (without interruption or delay) and to achieve the mission. (Refer to FM 3-34 for more information.) The fundamentals of assured mobility assist in developing SA for the commander that allows them to exploit opportunities to defeat the IED before its inception.

6-64. Because all IEDs will not be eliminated, the commander plans to mitigate the impact by developing SOPs, tactics, techniques, and procedures (TTPs), battle drills, and other responsive means to lessen the effects of the IED or eliminate the enemy's desired outcome. To effectively mitigate the impact of IEDs,

the fundamentals of detect, avoid, neutralize, and protect are used in conjunction with METT-TC to plan and develop coordinated and well-executed responses.

6-65. The commander conducts clearing operations in support of an overall IED defeat mission. The reemphasis of clearing operations is on the IED or explosive hazard itself. However, the device is merely the end product of a complex set of enemy activities. An IED attack is the result of a planned attack with several key elements that work in a coordinated and synchronized manner to attain a desired result. Collection of biometric identity data enables the commander to attack the IED human network and enable the route clearing tasks for the very same reason.

6-66. Route clearance is an enabling task in IED defeat. It provides the maneuver commander the capability to employ a combined arms force of combat engineers, EOD, and other units task-organized, equipped, and trained to neutralize the IED threat along critical routes. Route provides one of a number of solutions the commander may employ to defeat this type of threat. A cleared route is only clear as long as it is under friendly observation. (Refer to ATP 3-90.37 for more information.)

SECTION IV – AVIATION

6-67. Army aviation uses maneuver to concentrate and sustain combat power at critical times and places to find, fix, and destroy threat forces. Aviation units design, tailor, and configure their assets in support of the SBCT Infantry rifle company for specific operational support based on mission guidance and the specific area of responsibility (AOR) in which the units operate. The organization could be a combination of attack reconnaissance, assault, lift, and maintenance units. (Refer to FM 3-52 for more information.)

AIR-GROUND OPERATIONS

6-68. Today's operational environment requires combined arms at all levels, therefore, the likelihood of SBCT Infantry rifle company commanders receiving attack and utility aviation for support is ever increasing. The following are some considerations for the company commander when receiving aviation assets:

- Exchange of frequencies, call signs, and FM check-in times.
- Terrain model and radio rehearsals.
- Location of air corridors and air control points.
- Location of aerial attack by fire (ABF)/SBF/BPs.
- Identification method for marking ground targets.
- Aircraft weapons configuration and station times.
- Friendly recognition symbols for both aircraft and ground vehicles.
- Fire coordination measures.
- Location and marking of LZs and PZs for MEDEVAC, CASEVAC, and aerial resupply.

6-69. Ground maneuver commanders understand that aviation forces can provide a significant advantage during operations. The company commander must understand that the unique capabilities of Army aviation require unique planning and coordination. Direct fire aviation missions in the close fight differ greatly from engagements in a cross-forward line of own troops (FLOT) operation. In a cross-FLOT operation, attack aircraft can benefit from deliberate planning and freely engaging at maximum ranges with minimal concern of fratricide. Engagements in the close fight, on the other hand, often result in engagements within enemy direct fire weapons system ranges that are close to friendly units. The TLPs need to integrate Army aviation forces to ensure effective combined arms employment. Effective combined arms employment requires that aviation and ground maneuver forces synchronize their operations by operating from a common perspective. The following paragraphs highlight some possible procedures that aid in creating a common air-ground perspective.

CAS AND CCA EXECUTION

6-70. The ALO and JTAC personnel in the TACP are the primary means for requesting and controlling CAS. However, reconnaissance units conducting shaping operations, such as reconnaissance and

surveillance missions that have joint fires observer certified personnel, may observe and request CAS through the JTAC.

6-71. Any element in contact uses the CCA 5-Line attack brief to initiate the CCA. The CCA 5-Line attack brief allows the ground maneuver forces to communicate and reconfirm to the aircraft the exact location of friendly and enemy forces. The ground commander owning the terrain clears fires during the CCA by giving aircrews the situational awareness of the location of friendly elements. The ground commander deconflicts the airspace between indirect fires, CAS, and the CCA aircraft.

Ground Maneuver Force and Target Marking

6-72. The rapid and accurate marking of a target is essential to a positive target handover. Aircraft conducting CCAs will develop an attack plan that is METT-TC dependent and meets the ground commander's task and purpose. The aircrew generally has an extremely limited amount of time to acquire both the friendly and enemy locations. Attack reconnaissance aircrews use both thermal sight and night vision goggles (NVG) to fly with and acquire targets.

6-73. Marking methods for identifying targets and friendly positions vary from one ground maneuver force to another. Request should include a detailed description of all friendly locations and target locations in relation to friendly positions. It should include the target description and how it is marked.

6-74. For mutual protection and clarity on the appropriate target, the ground maneuver force does not mark the target until requested by the aviation element. This in no way restricts the ground maneuver force from returning fire from the enemy. However, the ground maneuver force should consider that the aircrews may not be able to distinguish the correct target from other fires if they mark the target with fire. Visual markings can be viewed by the enemy force and provide them early warning to an attack from the air. Ground maneuver forces should have multiple means of marking their positions. If the target is marked by fire, the aviation element requests the ground maneuver force to stop marking. The aviation element calls when clear of the area and reports estimated BDA.

Handover

6-75. The ground forces commander ensures that effects from fires both direct and indirect systems are not endangering air assets prior to handing over the engagement to air assets. Ground forces normally require means to suppress or fix the enemy in position within moments before the air asset engages the targets.

6-76. Aircraft normally rely on a high rate of speed and low altitude for survivability in the target area. As such, the aircrew generally has an extremely limited amount of time to acquire both the friendly and enemy marks. The ground maneuver force must have the marking ready and turned on when requested by the aircrew. If target is not marked the air asset may not engage, miss its target, or commit fratricide.

6-77. After initially engaging the target, the aircrew generally approaches from a different angle for survivability reasons if another attack is required. The observer makes adjustments using the eight cardinal directions and distance (meters) with the last round's impact and the actual target. At the conclusion of the CCA, the aircrew provides its best estimate of BDA to the unit in contact.

Considerations for CCA and CAS Execution

6-78. Aircraft leaders normally offset the battle position, attack or support by fire position from the flank of the friendly ground position. This helps to ensure that minimal interfere with operations on the ground. The offset position allows the aircraft to engage the enemy on its flanks rather than its front. It reduces the risk of fratricide along gun-target line.

6-79. The engaging the target normally cannot be conducted without positive identification of friendly and enemy forces by both the ground and aviation commander before opening fire. The aviation element tailors its attack angles and weapon selections based upon the target and friendly unit proximity to the target.

6-80. CCA and CAS can continue until the aircraft have expended all available munitions or fuel. However, if the air element receives a request for another attack, the pilot must carefully evaluate his ability to extend the operation. If not able, the pilot calls for relief on station by another air element if available.

6-81. Clearance of fires considerations include—

- Ensure aircrews have the current ACMs and FSCMs for indirect fire positions (to include mortars) supporting the ground tactical plan.
- Plan for informal airspace coordinating areas and check firing procedures and communications to ensure artillery and mortars firing from within the LZ do not endanger subsequent serials landing or departing, CCA, or CAS.
- Ensure at least one of the aviation team members monitors the FS net for situational awareness.
- Advise the aviation element if the location of indirect fire units changes from that planned.
- Ensure all participating units are briefed daily on current ACO or air tasking order changes and updates that may affect air mission planning and execution.
- Ensure all units update firing unit locations, firing point origins, and final protective fire lines as they change for inclusion in current ACO.

6-82. After receiving the request for CAS/CCA the aircrew informs the ground maneuver force leader of the battle position, attack- or support-by-fire position (or series of positions) the team is occupying, and the location from which the attack aircraft engages the enemy with direct fire. The size of this position varies depending on the number of aircraft using the position, the size of the engagement area, and the type of terrain. The position must be close enough to the requesting unit to facilitate efficient target handover.

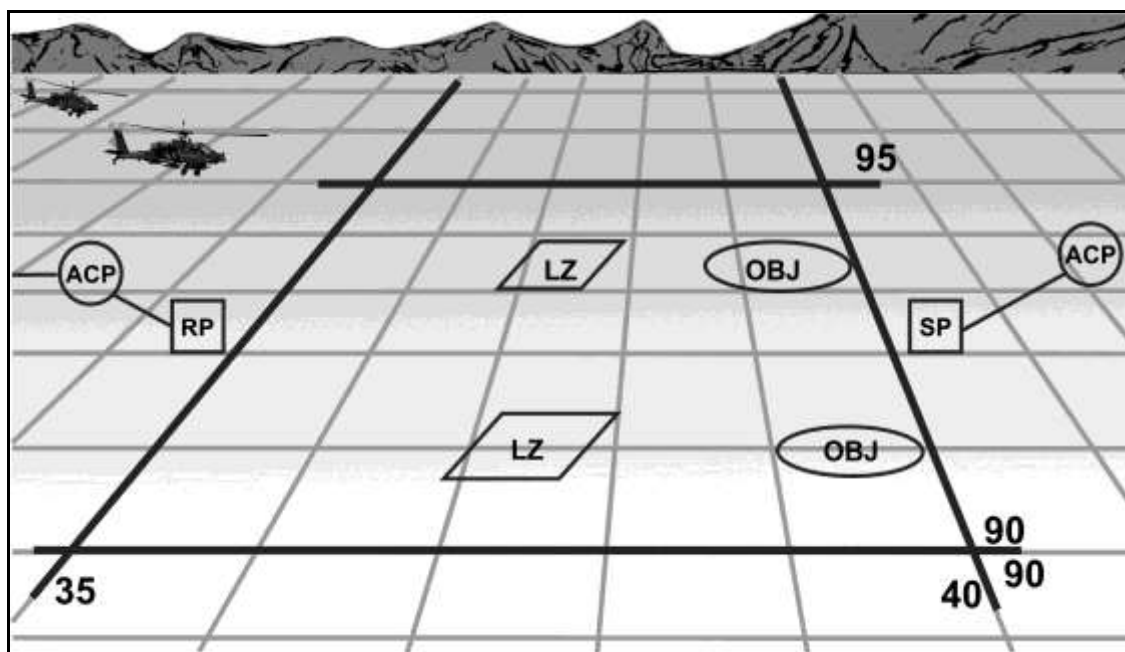
6-83. The ground commander owning the terrain clears fires during the CCA by giving aircrews the situational awareness of the location of friendly elements. The ground commander deconflicts the airspace between indirect fires, CAS, and the CCA aircraft.

METHODS TO DECONFLICT ON THE OBJECTIVE AREA

6-84. The three methods to deconflict airspace for aircraft on the objective are described in the following paragraphs.

Grid Line or Terrain Feature Separation

6-85. This is the most restrictive but easiest method to execute. It may not allow the attack reconnaissance units to engage targets in the CCA role during the air assault, but this technique is appropriate when time is limited for rehearsals, or when prior planning is extremely limited or not possible. With this method, the attack reconnaissance units clear the airspace for inbound assault units by moving to a designated grid line or terrain feature on either side of the objective. This movement and the subsequent maneuver of the attack reconnaissance units in and around the objective area are executed according to the instructions in the order. (See figure 6-1 on page 6-15.)



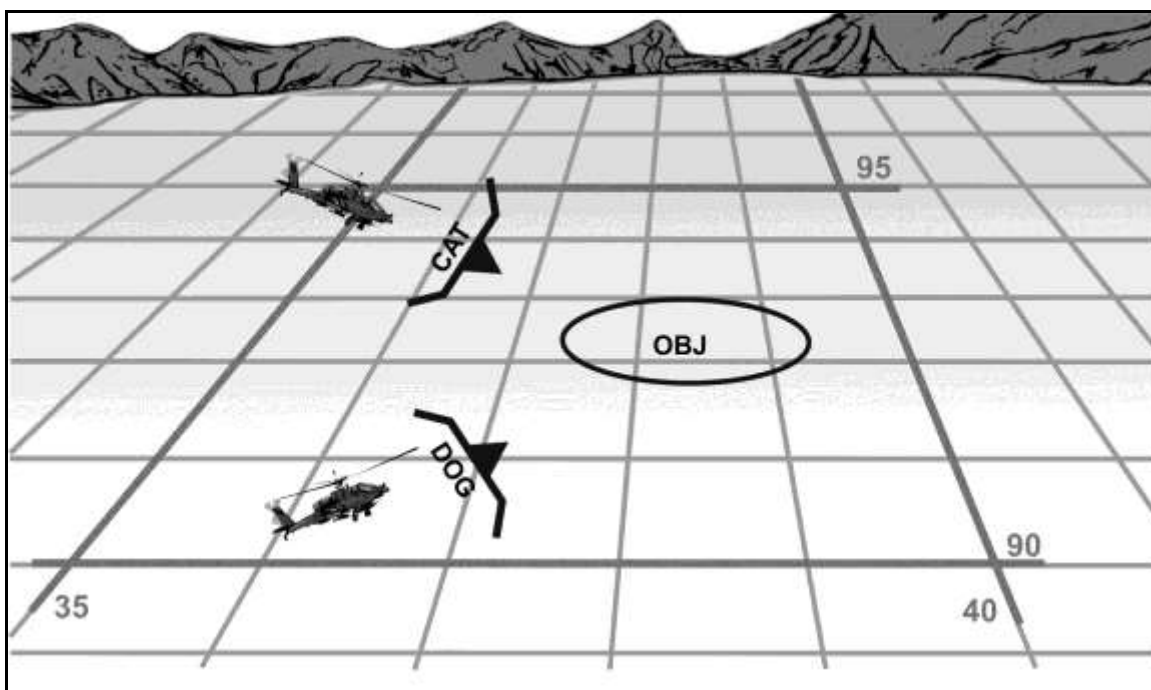
Legend: ACP = air coordination point, LZ = landing zone, OBJ = objective, RP = release point, SP = start point

Figure 6-1. Grid line method

Attack-by-Fire Positioning

6-86. Attack-by-fire positioning is the preferred method of deconfliction, as it allows attack reconnaissance aircraft the greatest flexibility to engage targets during the air assault in support of the ground tactical commander (GTC). The attack reconnaissance units occupy known attack-by-fire positions according to the published OPORD. This method restricts the attack reconnaissance units to the general vicinity of the attack-by-fire positions but not to a specific grid. (See figure 6-2.)

6-87. The attack-by-fire positioning method requires the attack reconnaissance units to ensure they stay clear of the LZ and do not cross the centerline of the direction of flight. Using this method requires the attack reconnaissance aircraft to have increased situational awareness. This method is best used when all elements have adequate time to rehearse.



Legend: OBJ = objective

Figure 6-2. Attack-by-fire method

Call Clear

6-88. The call clear method is used in contingency circumstances when assault or other aircraft (such as air medical evacuation or mission command aircraft) are inbound to the objective area. It is initiated with an inbound call of the assault or other aircraft to the LZ and a response from the attack reconnaissance air mission command (AMC) indicating that all elements of the LZ and the flight path to it from the release point (RP) are clear. Avoid using this method during the main air assault itself due to congestion on the air battle net.

ASSESSING

BATTLE DAMAGE ASSESSMENT AND REATTACK

6-89. After the attack aircraft complete the requested CCA mission, the aircrew provides a BDA to the ground commander. Based on his intent, the ground maneuver commander determines if another attack is required to achieve his desired end state.

RELEASE FROM SUPPORT/RETASKING

6-90. Upon identification that air support is no longer required the ground forces release the supporting air elements from bottom up echelons. Higher level echelons always have the authority to retask and reassign air assets based upon METT-TC. Lower levels ensure that support is met within their higher level commander's intent to support ground maneuver. The ground forces do this by submitting closing reports after air support is completed its tasks.

RESPOND TO DOWNED AIRCRAFT

6-91. Response to downed aircraft is always a planning consideration for all air assets and supported ground forces. When an aircraft is downed the nearest ground element immediately moves to secure the area, recover personnel and equipment. Various echelons have differing tasks to support downed aircraft and personnel recovery. Typically the sequence of events goes in order of—

- Determine location of downed aircraft.
- Closest ground element moves to site.
- Secure site and units rotate if needed to conduct follow on operations.
- Search for missing personnel and equipment.
- Destroy items that cannot be recovered if needed based on METT-TC.
- Form a recovery team.
- Recover equipment.
- Follow up tasks and accountability of secondary effects.
- Investigation for cause.
- Implement findings of investigation.

6-92. Follow on operations will occur while the downed aircraft is being secured or recovered. The responding unit must be aware of the actions they take as well as what they notice when they arrive onsite. The timeliness of their response mitigates the effort and impact and scope of the follow operations.

AIR MOVEMENT

6-93. Air movement operations are conducted to reposition units, personnel, supplies, equipment, and other critical combat elements in support of current or future operations. These operations include both airdrops and air landings.

6-94. The SBCT conducts air movement with its vehicle by fixed wing. Each Stryker Infantry rifle company should have at least one trained unit movement officer. The Stryker vehicle have the following Capabilities and limitation for air movement:

- Capabilities:
 - Many of the Stryker vehicles are able to be transported by C-130 and heavier aircraft.
 - Ability to deploy rapidly for global response if lift assets are available.
- Limitations:
 - The Stryker vehicle cannot travel and land ready to fight. It requires fitting with additional armament, fueling, mission command system data upload and loading ammunition.
 - The aircraft carrying a Stryker vehicle require a secure airfield to land.

6-95. Planning for air movements with the Stryker vehicles and without them is similar to that for other missions. Besides the normal planning process, air movement planning need to cover specific requirements. They are as follows:

- Coordinate with the supporting aviation unit(s).
- Plan and rehearse with the supporting aviation unit before the mission if possible. If armed escort accompanies the operation, the company commander—and the assault or general support aviation unit—should ensure that aircrews are included in the planning and rehearsal.
- Gather as much intelligence as possible, such as the enemy situation, in preparation for the mission.
- Plan and coordinate joint suppression of enemy air defense (J-SEAD).

6-96. The unit should plan different ingress and egress routes, covering the following:

- Planned insertion and extraction points.
- Emergency extraction rally points.
- Lost communications extraction points.

6-97. Planned extraction points and emergency extraction rally points require communications to verify the preplanned pickup time or coordinate an emergency pickup time window when dismounted. Planning need to include details for extraction when communications between higher headquarters and the unit are lost. The lost communications extraction point involves infiltration teams moving to the emergency extraction point after two consecutive missed communications windows and waiting up to 24 hours for pickup.

AIR RESUPPLY

6-98. The SBCT Infantry rifle company and subordinate units may operate in forward locations and even distant hide positions requiring helicopter resupply to include both internal and external load operations.

6-99. Planning for aerial resupply requires close coordination, with elements reviewing the entire mission and resolving all limitations and problem areas. If a resupply item poses a problem that cannot be resolved, leaders should consider another mode of transport. Planning factors include the following:

- Priorities of cargo/unit resupply.
- Integration of the resupply operation into the tactical plan.
- Selection, identification, and marking of the PZ/LZ.
- Type/amount of cargo.
- Helicopter assets available.
- Requirements for slings, cargo nets, or cargo containers.
- Ground crew training requirements, such as those for ground guides and hookup personnel.
- PZ and LZ security.
- Flight routes.

6-100. The selection of a usable PZ or LZ is extremely important. The company analyzes logistical and tactical considerations taking into account that PZ/LZ positioning is at the right place to support the ground unit. The area must be accessible to the aircraft involved in the resupply operation. The air mission commander, the pilot in command, an aviation liaison officer (ALO), or a pathfinder-qualified officer or NCO make the final decision on PZ/LZ selection and acceptance.

6-101. The SBCT Infantry rifle company receiving the supplies is responsible for preparing the PZ/LZ. Besides the general PZ/LZ responsibilities, Soldiers in the company perform the following specific tasks for aerial resupply:

- Recover and assemble equipment and supplies.
- Train available ground crews in guiding the aircraft during approach, landing, unloading/loading, departure, and de-rigging the load.
- Train hookup personnel.
- Coordinate with the sending unit for the control and return of that unit's transport equipment such as slings and (aerial delivery cargo bag, NSN 1670-00-587-3421) A-22 bags.
- Prepare, coordinate, and inspect backloads, such as slings and A-22 bags, and have them ready for hookup or loading when the aircraft arrives.

SECTION V – MILITARY INFORMATION SUPPORT OPERATIONS (MISO)

6-102. Military information support (MIS) forces provide the commander with an increased ability to degrade the enemy's will to fight, reduce civilian interference, minimize collateral damage, and increase relevant and local population support for operations. These forces operate as three 5-man teams, and are integrated with maneuver units to conduct MISO in support of unified land operations. A staff sergeant leads the MIS team and advises the commander on the use of information, and is responsible for the integration and employment of the team. The team leader serves as a planner in the absence of a MIS planner on the supported unit's staff.

6-103. Company commanders align themes and messages during operations that are nested with the SBCT commanders. Messages and themes that a company commander initiates should be submitted to their supporting battalion and be analyzed by the MISO to determine the possible reach of the theme and message. Messages and themes often cross over company and battalion AOs.

CAPABILITIES

6-104. MISO capabilities include—

- Influencing foreign populations through planned messages, activities, and actions that target select individuals and populations to affect decision making and change behavior.
- Advising the commander on the psychological effects of military actions in the OE, and providing cultural expertise.
- Delivering messages to intended audiences to inform, influence, and direct.
- Collecting, processing, and analyzing information to enhance the commander's understanding of the OE and to facilitate decision making.
- Training, advising, and assisting government organizations and security forces to establish HN/partner nation (PN) information capabilities.

PLANNING CONSIDERATIONS

6-105. Planning and employment considerations for MISO include—

- Approval authority. Messages and actions intended to influence foreign populations need to comply with higher-level programs, plans, objectives, themes, and orders. The program approval may or may not authorize the GCC to further delegate approval authority to subordinate Commanders as low as the brigade level for select products and actions. When the BCT commander has this authority, he determines the length and timeliness of the approval process at his level. MIS element leaders are obligated to operate within the established approval process and to ensure the maneuver commander does not deliberately or inadvertently violate policies or the approval process.
- Interpreter. When language requirements exceed the abilities of the MIS team members, an interpreter is required.
- Security. MIS teams rely on the supported unit to provide security.
- Intelligence. MISO activities require accurate, predictive, continuous, and timely intelligence to assess changes in decision making and actions.
- Mobility. Mission analysis determines if organic transportation assets of the MIS team are adequate for the terrain to be navigated. Provisions for transporting team members, equipment, and products may be needed in difficult terrain or conditions.

THEMES, MESSAGES, AND ACTIONS

6-106. Mission command requires the commander to use overarching information themes, supported by synchronized messages, and integrated with complimentary actions to achieve a desired end state. In doing so, leaders personally engage key players to ensure the themes and messages are transmitted and received as the command intends. In an information-saturated environment, messages, themes, and actions are inextricably linked. Information as an element of combat power is a critical and sometimes decisive factor in mission success.

6-107. A message is a verbal, written, or electronic communications supporting an information theme focused on an audience and in support of a specific action or objective. A psychological action (PSYACT) is planned for its psychological impact and conducted to influence decision making and subsequent actions of selected target audiences. (Refer to FM 3-13 and FM 3-53 for more information.) Accurate, timely, and synchronized messages delivered to the right audiences and integrated with effective actions—increase the pressure on the enemy. This is extremely important in dealing with friendly, neutral and threat audiences, and where synchronized and integrated actions and messages create significant opportunities to gain support for operations.

6-108. Properly employed, information themes and messages can shape the OE and multiply the effects of friendly successes while countering threat or enemy information efforts. An information theme usually produced by the SBCT or higher, is a unifying or dominant idea or image expressing the purposes for an action. Company commanders should incorporate higher commanders' themes and messages into all actions the company conducts. Proper employment of themes and messages begins during planning,

continues through execution, and requires continuous assessment. Company commanders need to leverage all available assets in order to ensure both the appropriateness and best method of delivery of themes and messages to the target audience within their AO. Additionally, during planning, company commanders should establish a collection plan to assess the effectiveness and impact of the messages and themes within their AO.

INFORMATION-RELATED CAPABILITIES

6-109. Information-related capabilities of inform and influence activity is a military capability or activity specifically designed to influence, inform, or inform and influence select leaders, decision makers, and audiences whose behaviors and perceptions are deemed integral to mission success. Information-related capabilities of IIA are—public affairs (PA), military information support operations, Soldier and leader engagement, combat camera, military deception, CA operations, and operations security.

PUBLIC AFFAIRS

6-110. PA effort factually and accurately informs various populations without intent to misinform or change behaviors. It synchronizes components of PA with other IIA to ensure consistency, command credibility, and operations security. (Refer to FM 3-61 for more information.)

MILITARY INFORMATION SUPPORT OPERATIONS

6-111. MISO are planned operations to convey selected information and indicators directed towards foreign, friendly, neutral, threat, and enemy audiences. (Refer to section VI of this chapter or FM 3-53 for more information.)

SOLDIER AND LEADER ENGAGEMENT

6-112. *Soldier and leader engagement* is interpersonal interactions by soldiers and leaders with audiences in an area of operations (FM 3-13). It can occur as an opportunity, a face-to-face encounter on the street, or a scheduled meeting. This interaction can also occur via telephone calls, video teleconferences, or other audiovisual mediums. Soldier and leader engagement is an information-related capability that supports the commanders' responsibility to inform and influence audiences inside and outside their organizations. Soldiers and leaders conduct engagements to provide information or to influence attitudes, perceptions, and behavior. These engagements provide a venue for building relationships, solving conflicts, conveying information, calming fears, and refuting rumors, lies, or incorrect information. Effectively integrating soldier and leader engagement into operations increases the potential for commanders to mitigate unintended consequences, counter adversary information activities, and increase local support for friendly forces and their collective mission. (Refer to FM 3-13 for more information.)

6-113. Face-to-face interaction by Soldiers and leaders strongly influences the perceptions of the local populace. Carried out with discipline, professionalism, and cultural sensitivity, day-to-day interaction of Soldiers with the local populace among whom they operate has positive effects. Such interaction amplifies positive actions, counters threat information, and increases goodwill and support for friendly missions. Actions in keeping with the commander's themes and messages demonstrated during operations provide an opportunity for persuasion, and reduce friction and mistrust. When conducting these meetings or engagements, never promise something you can't deliver.

6-114. Likewise, meetings and other engagements conducted by leaders with key communicators, civilian leaders, or others whose perceptions, decisions, and actions will affect mission accomplishment can be critical to mission success. These deliberate engagements provide the most convincing venue for conveying positive information, assuaging fears, and refuting rumors, lies, and misinformation. Conducted with detailed preparation and planning, both activities often prove crucial in garnering local support for Army operations, providing an opportunity for persuasion, and reducing friction and mistrust. Never promise something you can't deliver.

6-115. SBCT Infantry rifle company commander and subordinate leaders use information shaped by intelligence to inform, influence, and persuades the local populace within limits prescribed by their higher headquarters, other authoritative guidance, and U.S. law. They integrate inform and influence with stability tasks. They do this to counter false and distorted information and propaganda according guidance of higher

headquarters. Within the limits of OPSEC, leaders make the populace aware of the techniques used to provide security and control. Actions on the ground reinforced by a clear and consistent message produce transparency. This transparency reinforces credibility. Credibility reflects the populace's assessment of whether the force can accomplish the mission. Leaders must leave no doubt as to their capability and intentions.

6-116. SBCT Infantry rifle company leaders are not restricted to the above listed components when conducting IIA and may add or subtract information-related capabilities as the situation dictates. Information-related capabilities can support IIA include combat camera, CA operations, cyber/electromagnetic activities, operations security, and other military actions as designated by the company commander. (Refer to FM 3-13 for more information.)

CONDUCT NEGOTIATIONS

6-117. The SBCT Infantry rifle company, platoon, and squad may face a number of situations in which leaders need to conduct negotiations. There are two general types of negotiations, situational and planned. Units conduct situational negotiations in response to a requirement for on-the-spot discussion and resolution of a specific issue or problem. (Example, a unit is patrolling its AO when a local official approaches it; the local official wishes to discuss an assault that occurred in the area.) Units conduct planned negotiations when they foresee a problem, or identify a situation that needs to be resolved through advanced planning or coordination. (Example, the platoon leader conducts a coordination meeting, otherwise known as key leader engagement between leaders of two belligerent groups to determine route clearance responsibilities.)

6-118. At the SBCT Infantry rifle company platoon and squad level, situational negotiations are far more common than the planned type. In fact, employment in stability tasks requires the leader, his subordinate leaders, and other Soldiers to conduct some form of negotiations almost daily. This in turn requires them to have a thorough understanding of the ROE, rules of interaction (ROI), and understanding of themes and messages from the higher command.

6-119. Members of the SBCT Infantry rifle company, platoon, and squad apply this working knowledge to the process of discussing and, whenever possible, resolving issues and problems may arise between opposing parties, which may include the platoon itself. A critical aspect of this knowledge is the negotiator's ability to recognize that he has exhausted his options under the ROE/ROI and turned the discussion over to a higher authority. Negotiations continue at progressive levels of authority until the issue is resolved.

COMBAT CAMERA

6-120. Combat camera units provide a powerful documentary and supports the components of inform and influence activities. Combat camera provides leaders with a directed imagery capability to DSCA operational and planning requirements. These forces use video documentation capabilities ranging from aerial photography to underwater photography to support IIA. They access areas and events inaccessible to other personnel or media. Furthermore, combat camera teams have a technological capability to transmit real-time images. The accurate portrayal provided by U.S. forces in action enables IIA section to reinforce other information-related capability efforts. Likewise, their documentation of operations and provided imagery products support countering misinformation or propaganda. (Refer to ATP 3-55.12/MCRP 3-33.7A/NTTP 3-61.2/AFTTP 3-2.41 for more information.)

MILITARY DECEPTION

6-121. Military deception involves actions executed to deliberately mislead threat military, paramilitary, or violent extremist organization decision makers. This information-related capability intends the threat to take specific actions (or inactions) contributing to accomplishment of the friendly mission. Military deception does not fall under the direct purview of the S-7 but is considered a primary influencing capability of IIA.

6-122. Military deception comprises counter deception, deception in support of operations security, and tactical deception.

CYBER ELECTROMAGNETIC ACTIVITIES

6-123. Given the dependence on cyberspace and the electromagnetic spectrum, leaders at all levels fully integrate cyber/electromagnetic activities within the overall operation. The components of cyber/electromagnetic activities are—cyber situational awareness, network operations, cyber warfare, electronic attack, electronic protection, electronic support, and electromagnetic spectrum operations. (Refer to ATP 3-36 for more information.)

OPERATIONS SECURITY

6-124. Operations security information-related capabilities deny threat and enemy's information in turn influences their decision making process. Operations security is the process by which the Army protects human and automated decision making in peacetime and in conflict. It is a commander's responsibility and is supported by every Soldier and supporting civilian staff members and operators. Operations security aims to enhance the probability of mission success by preserving the advantages of initiative secrecy and surprise. Operations security is a force multiplier. It includes reducing predictability and eliminating indicators of operations. Leaders use operations security countermeasures to deny threat knowledge of friendly operations, requiring threat to expend further resources to obtain the critical information needed to make decisions. (Refer to FM 3-13 for more information.)

SECTION VI – SPECIAL OPERATIONS FORCES

6-125. Special Forces (SF) may operate with the Infantry or within the Infantry area of operation and with Infantry units conducting operations inside a joint special operations area. Physical contact between Infantry units and SF operation may range from short-term direct action operations to sustained combat operations. It is essential to conduct adequate coordination and integration to accomplish the specific mission. Special forces operations have several elements to aid in coordination at the battalion level and above.

6-126. As part of the SBCT, the Infantry may conduct operations with or in support of SOF in the OE. Detailed planning and coordination may be required. In today's OE, the company may find SOF operating within or near its area of operation. To maximize their combined combat power, these forces need to share an appreciation and understanding of each other's mission, purpose, capabilities, and limitations. For more information. (Refer to ADP 3-05, ADRP 3-05, and FM 3-05 for more information.)

6-127. When operating with or near SOF, the SBCT Infantry rifle company commander should coordinate, at a minimum, the following with the SOF unit leader:

- Mission command relationship.
- Communication information (frequencies, call signs, challenge and passwords, emergency signals and codes).
- Safe house locations.
- Number and types of vehicles.
- Control measures being used.
- Battle handover criteria.
- Liaisons.
- Sustainment plans.
- Contingency plans for mutual support.

SECTION VII – CIVIL AFFAIRS

6-128. CA activities performed or supported by CA personnel and organizations enhance the relationship between military forces and civil authorities in areas where military forces are present. The goal is to facilitate military operations and to consolidate and achieve U.S. objectives. These activities may occur before, during, or after military actions. They may occur, if directed, in the absence of other military operations. CA support relates to the mission command warfighting function.

CIVIL-MILITARY OPERATIONS

6-129. Tactical-level civil-military operations (CMO) include support of stakeholders at local levels, and promoting the legitimacy and effectiveness of U.S. presence and operations between locals, while minimizing friction between the military and the civilian organizations in the field. These may include local security operations, processing, and movement of displaced civilians, project management and project nomination, civil reconnaissance, and basic HSS. (Refer to JP 3-57 for more information.)

CIVIL AFFAIRS

6-130. Civil affairs operations (CAO) are those military operations planned, supported, or executed by CA forces to enhance CMO in support of unified land operations. The purpose of CA operations is to modify behaviors and mitigate or defeat threats to civil society. Civil affairs tasks include population and resource control (PRC), foreign humanitarian assistance (FHA), civil information management (CIM), nation assistance (NA), and support to civil administration (SCA). Though these tasks are conducted throughout the range of unified land operations, they are fundamental to executing stability tasks.

6-131. At the tactical level, the primary focus of function of CA forces is to plan, assess, and enable local stabilization activities. Stability tasks emphasize nonlethal, constructive actions by Soldiers working between noncombatants. In operations focused on stability tasks, CA forces work with and through HN agencies and other civilian organizations to enhance the HN government's legitimacy. Often, CA teams work with company commanders and Platoons to coordinate civil military operations within the company's AO. Company leadership should coordinate with civil affairs units to ensure efforts are nested and mutually supporting. A framework for evaluating civil considerations is areas, structures, capabilities, organizations, people, and events (ASCOPE). (Refer to ATP 2-01.3 for more information.) Each consideration is described as follows:

- **Areas.** Determine the geographic variations in the area of responsibility, their potential military impact, and how they influence how people live.
- **Structures.** Describe the man-made structures in which the people live and work; determine those having cultural, religious, and economic significance.
- **Capabilities.** Determine the ability of various groups to influence the AO and the rest of the population relative to their possible intent to do so-determine economic and military potential given the areas and infrastructure.
- **Organizations.** Determine what informal and formal social, religious, familial, or political organizations exist and what their intent, purpose, and resources are.
- **People.** Determine how the population aligns with organizations and one another; determine if they are likely to be supportive, detrimental, or neutral to the unit's mission.
- **Events.** Create significant population event template and determine if future activity can be predicted based on pattern analysis.

6-132. While CA forces are organized, trained, and equipped specifically to support CMO, other enablers performing CMO include MISO, SOF, legal support, PA, engineer, transportation, HSS, military police (MP), security forces, and maneuver units.

CIVIL AFFAIRS UNITS

6-133. CA units establish, maintain, influence, or exploit relations between military forces and the indigenous populations and institutions where military forces are located. CA units conduct CAO in coordination with civil authorities (both government and nongovernment) and the civil populace in a friendly, neutral, or hostile AO. This coordination facilitates military operations and consolidates civil component operational objectives. CA units are designed for employment independently, attached OPCON, or tactical control (TACON) to other forces. The most commonly encountered element from a CA organization is civil affairs team alpha (CAT). The CAT is structured to assess and provide recommendations on the immediate needs of the HN indigenous populations and institutions by executing CAO in support of the commanders' operations plan. At the platoon level, the typical relationship with the CATs is one of providing security support during CAO in high threat areas.

CAPABILITIES

- 6-134. The CA company is organized to—
- Provide a civil-military operations center (CMOC) with tactical-level planning, management, coordination, and synchronization of CAO capability within the supported commander's AO.
 - Provide communications capability that links directly into the supported unit's communications architecture.
 - Provide CATs in support of elements of the supported command capable of conducting civil reconnaissance (CR) and executing tactical level CAO.
 - Facilitate integration of civil component input into the supported command's COP.
 - Collate, analyze, and fuse civil information for input to the supported command's COP.

FUNCTIONS

- 6-135. The functions of the CAT are to—
- Conduct CR.
 - Engage key leaders by constantly vetting contacts to identify elites within the CAT's AO.
 - Plan, coordinate, and enable CAO and project management.
 - Provide civil information and recommendations to the supported unit and CMOC for inclusion in the running estimates that support the civil component of the supported commander's COP.

EMPLOYMENT

- 6-136. The CAT can be deployed to—
- Remain rapidly deployable.
 - Provide CAO staff augmentation and CA planning and assessment support to tactical maneuver commanders.
 - Maintain direct data and voice communications with conventional, SOF, indigenous population and institutions (IPI), intergovernmental organizations (IGOs), NGOs, and interagency elements with classified and unclassified connectivity.
 - Support CMO conducted by military forces.
 - Conduct liaison with civilian authorities and key leaders.
 - Minimize interference between civil and military operations.
 - Conduct area studies and area assessments.
 - Assist the intelligence staff section (S-2) and other staff members with civil considerations analysis supporting preparation of the operational environment, as required.
 - Maintain the ability to operate independently in remote and austere environments.

6-137. CA forces coordinate with military and civilian agencies. CA forces have extensive capabilities in all forms of communications; thus, requiring little, if any, augmentation from the supported command. By table of organization and equipment (TO&E), CA units are authorized the latest in conventional and special operations (SO) communications equipment and computers. This allows them to send secured and unsecured internet communication, over-the-horizon (OTH) radios, satellite-capable radios, and laptop computers with internet access. CA units need to be equipped with the current and most common civilian communications equipment to allow them to interface with IGOs, NGOs, and IPI in the AO. Specific requirements beyond these capabilities are determined during mission analysis and forwarded to the supported command as a statement of requirements (SOR).

LIMITATIONS

6-138. The small size of CA elements may require a security force to conduct CAO. This security is dependent upon theater and mission requirements. It is critical that sufficient security is available to provide protection and is coordinated with the CAT conducting CAO in support of the commander's CMO plan. CA companies and CATs do not have organic maintenance assets and require maintenance support from the unit they are attached to for operations.

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Chapter 7

Enabling Operations

Tactical enabling operations are specialized missions that units plan and conduct to achieve or sustain a tactical advantage. Units execute these operations as part of offensive, defensive, or stability tasks. The fluid nature of OE increases the frequency with which the SBCT Infantry rifle company conducts these tactical operations. This chapter discusses assembly area operations, reconnaissance, security, patrols, relief in place, passage of lines, linkup operations, breaching operations, gap crossing and troop movement.

SECTION I – ASSEMBLY AREA

7-1. An assembly area is an area a unit occupies to prepare for an operation (FM 3-90-1). Ideally, an assembly area provides—

- Concealment from air and ground observation.
- Adequate entrances, exits, and internal routes.
- Space for dispersion; each assembly area is separated by enough distance from other assembly areas to avoid mutual interference.
- Cover from direct fire.
- Good drainage and soil conditions that can sustain the movement of the unit vehicles and individual Soldier.
- Terrain masking of electromagnetic signatures.
- Terrain allowing observation of ground and air avenues into the assembly area.
- Sanctuary from enemy medium-range artillery fires because it is located outside the enemy's range.

7-2. The proper location of assembly areas contributes significantly to both security and flexibility. It should facilitate future operations so movement to subsequent positions can take place smoothly and quickly by concealed routes. The tactical mobility of the SBCT Infantry rifle company units allows it to occupy assembly areas at greater distances from the LD.

QUARTERING PARTY EMPLOYMENT

7-3. Usually, the SBCT Infantry rifle company employs a quartering party (also known as an advance party) to assist in the occupation of an assembly area. A quartering party is a group of unit representatives dispatched to a probable new site of operations in advance of the main body to secure, reconnoiter, and organize an area prior to the main body's arrival and occupation (FM 3-90-2).

7-4. The SBCT Infantry rifle company establishes the quartering party according to their SOPs. For example, the quartering party could consist of one vehicle from a platoon and a vehicle from the headquarters section. The SBCT Infantry rifle company XO, 1SG, or a senior NCO usually leads the quartering party. The quartering party's actions at the assembly area include the following:

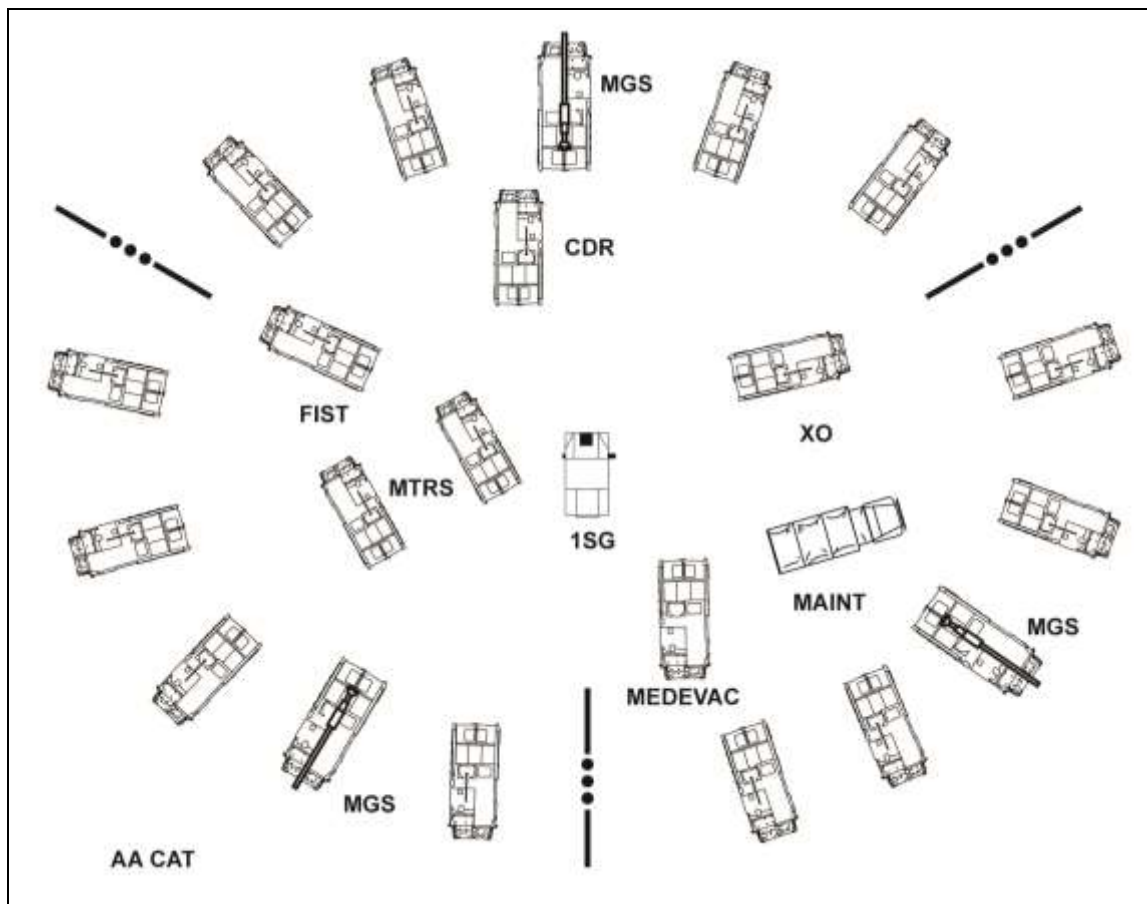
- Reconnoiter for enemy forces and CBRN contamination.
- Evaluate the condition of the route leading into the assembly area and the suitability of the area (drainage, space, internal routes).
- Organize the area based on the commander's guidance; designate and mark tentative locations for platoons' vehicles, command post vehicles, and trains.

- Improve and mark entrances, exits, and internal routes.
- Mark bypasses or removes obstacles (within the party's capabilities).
- Develop digital assembly area overlay and send overlays to SBCT Infantry rifle company main body and SBCT Infantry battalion main command post.

OCCUPATION OF THE ASSEMBLY AREA

7-5. Once the quartering party finishes preparing the assembly area, the quartering party awaits the arrival of the SBCT Infantry rifle company main body, maintaining surveillance and providing security of the area within its capabilities. The main body is the principal part of a tactical command or formation. It does not include detached elements of the command, such as advance guards, flank guards, and covering forces. (FM 3-90-1). SOPs and guides assist vehicle commanders to quickly find their positions, clear the route, and assume designated positions in the assembly area. (See figure 7-1 on page 7-3)

7-6. The SBCT Infantry rifle company may occupy the assembly area as an independent element or as part of the SBCT Infantry battalion. In either situation, the company occupies its positions upon arrival using the procedures for hasty occupation of a BP. The commander establishes local security and coordinates with adjacent units. He assigns weapons orientation and sector of fire for each platoon and subordinate element. If the SBCT Infantry rifle company occupies the assembly area alone, it establishes a perimeter defense.



Legend: AA = avenue of approach, CDR = commander, FIST = fire integration support team, MAINT = maintenance, MEDEVAC = medical evacuation, MGS = mobile gun system, MTRS = mortars, XO = executive officer

Figure 7-1. SBCT Infantry rifle company assembly area

ACTIONS IN THE ASSEMBLY AREA

7-7. Following occupation of the assembly area, the SBCT Infantry rifle company prepares for future operations by conducting TLPs and priorities of work according to the SBCT Infantry battalion and the SBCT Infantry rifle company OPORDs. These preparations include the following:

- Establish and maintain security (at the appropriate readiness level).
- Develop a defensive fire plan and forward it to the SBCT Infantry battalions main CP via BFT/JCR, if equipped.
- Employ SBCT Infantry rifle squads to conduct dismounted security patrols to clear dead space and restrictive terrain.
- Conduct TLP.
- Conduct precombat checks (PCC) and PCI based on time available.
- Perform maintenance on vehicles and communications equipment.
- Verify weapons system status; conduct bore sighting, prepare-to-fire checks, test-firing, and other necessary preparations.

Note. The SBCT Infantry rifle company usually coordinates test firing with its higher headquarters.

- Weapons control status
- Conduct resupply, refueling and rearming operations.
- Conduct rehearsals and other training for upcoming operations.
- Conduct personal care and hygiene activities.
- Adjust task organization as needed.
- Account for SBCT Infantry rifle company personnel, to include attachments and sensitive items.
- Reestablish vehicle load plans as needed.

ACTIONS IN THE ASSEMBLY AREA

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- Reestablish vehicle load plans as needed.

SECTION II – RECONNAISSANCE

7-9. *Reconnaissance* is a mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary potential enemy, or to secure data concerning the meteorological, hydrographical, or geographical characteristics and the indigenous population of a particular area. Reconnaissance primarily relies on the human dynamic rather than technical means. (Refer to FM 3-90-2 for more information.)

7-10. Reconnaissance identifies terrain characteristics, enemy and friendly obstacles to movement, and the disposition of enemy forces and civilian population so the platoon leader can maneuver his forces freely and rapidly. Reconnaissance before unit movements and occupation of assembly areas is critical to protecting the force and preserving combat power. It keeps the force free from contact as long as possible so that it can concentrate on its decisive operation.

7-11. Reconnaissance can be passive or active. Passive reconnaissance includes such techniques as map and photographic reconnaissance and surveillance. Active methods available to the SBCT Infantry rifle company include mounted and dismounted ground reconnaissance and reconnaissance by fire. Active reconnaissance operations are classified as stealthy or aggressive. The SBCT Infantry rifle company conducts its reconnaissance operations in close contact with the enemy and civilians, and is capable to fight for information, consolidate gains, and maintain continuous reconnaissance. Companies use all available assets in information collection to gain the most information to be analyzed.

7-12. Human interactions, whomever they are with are crucial to information collection as well. Once trust is built amongst the population and HNSF more information is likely to be obtained. It is important to not just rely on technology, but to interact one on one with the population and HNSF to build relationships and trust.

RECONNAISSANCE FUNDAMENTALS

7-13. The fundamentals of successful reconnaissance operations are as follows:

- Ensure continuous reconnaissance.
- Do not keep reconnaissance assets in reserve.
- Orient on the reconnaissance objective.
- Report information rapidly and accurately.
- Retain freedom of maneuver.
- Gain and maintain enemy contact.
- Develop the situation rapidly.

7-14. Effective reconnaissance is continuous. The SBCT Infantry rifle company conducts reconnaissance before, during, and after all operations. Before an operation, reconnaissance focuses on filling gaps in intelligence about the enemy and terrain. During an operation, reconnaissance focuses on providing the commander with updated information that verifies the enemy's composition, dispositions, and intentions as the operation progresses. After an operation, reconnaissance focuses on maintaining contact with the enemy to determine his next move and collecting intelligence necessary for planning subsequent operations.

7-15. Reconnaissance assets are never kept in reserve. When committed, reconnaissance assets use all of their resources to accomplish the mission. This does not mean that all assets are committed all the time. The commander uses his reconnaissance assets based on their capabilities and mission variables to achieve the maximum coverage needed to answer the CCIRs.

7-16. The commander uses the reconnaissance objective to coordinate his unit's reconnaissance efforts. The reconnaissance objective is a terrain feature, geographic area, or an enemy about which the commander wants to obtain additional information (FM 3-90-1).

7-17. Reconnaissance assets acquire and report accurate and timely combat information about the enemy, civil considerations, and the terrain over which operations are to be conducted. Combat information may quickly lose its value. Reconnaissance assets report exactly what they see and, if appropriate, what they do not see.

7-18. Reconnaissance assets retain mobility to successfully complete their missions. If these assets are decisively engaged, reconnaissance stops and a fight for survival begins. Reconnaissance assets have clear engagement criteria that support the commander's intent. They employ proper movement and reconnaissance techniques, use overwatching fires, and SOPs.

7-19. Once a unit conducting reconnaissance gains contact with the enemy, it maintains that contact unless the commander directing the reconnaissance orders otherwise or the survival of the unit is at risk. This does not mean that individual scout and reconnaissance teams cannot break contact with the enemy. The commander of the unit conducting reconnaissance is responsible for maintaining contact using all available resources.

7-20. When a reconnaissance asset encounters an enemy force or an obstacle, it quickly determines the threat it faces. For an enemy force, it determines the enemy's composition, dispositions, activities, and movements and assesses the implications of that combat information. For an obstacle, it determines the type and extent of the obstacle and whether it is covered by fire. Obstacles can provide the attacker with combat information concerning the location of enemy forces, weapon capabilities, and organization of fires.

FORMS OF RECONNAISSANCE

7-21. The forms of reconnaissance operations are—

- Zone.
- Area.
- Route.
- Reconnaissance in force (RIF).
- Special (normally conducted by SOF).

ZONE RECONNAISSANCE

7-22. A *zone reconnaissance* is a directed effort to obtain detailed information concerning all routes, terrain, enemy forces, and obstacles to include areas of chemical and radiological contamination within a zone defined by specific boundaries (FM 3-90-2). Companies do not usually conduct zone reconnaissance because of the troops to task requirements and timeliness of the information by the higher unit. Zone reconnaissance is executed when the enemy situation is vague, or when information concerning cross-country trafficability is required. (Refer to ADRP 3-90 for more information.) The Stryker Infantry rifle company uses reconnaissance patrols as the primary method during conduct zone reconnaissance mission with consideration that enemy situation is not fully developed. The SBCT Infantry rifle company normally requires augmentation from engineers, CBRN reconnaissance platoon, human intelligence (HUMINT) and civil affairs team to answer detailed information about the civilian population, bridges, infrastructure or CBRN hazard area. Similar to route reconnaissance, mission variables and the commander's intent dictate the SBCT Infantry rifle company's actions during a zone reconnaissance.

7-23. Zone reconnaissance tasks are as follows:

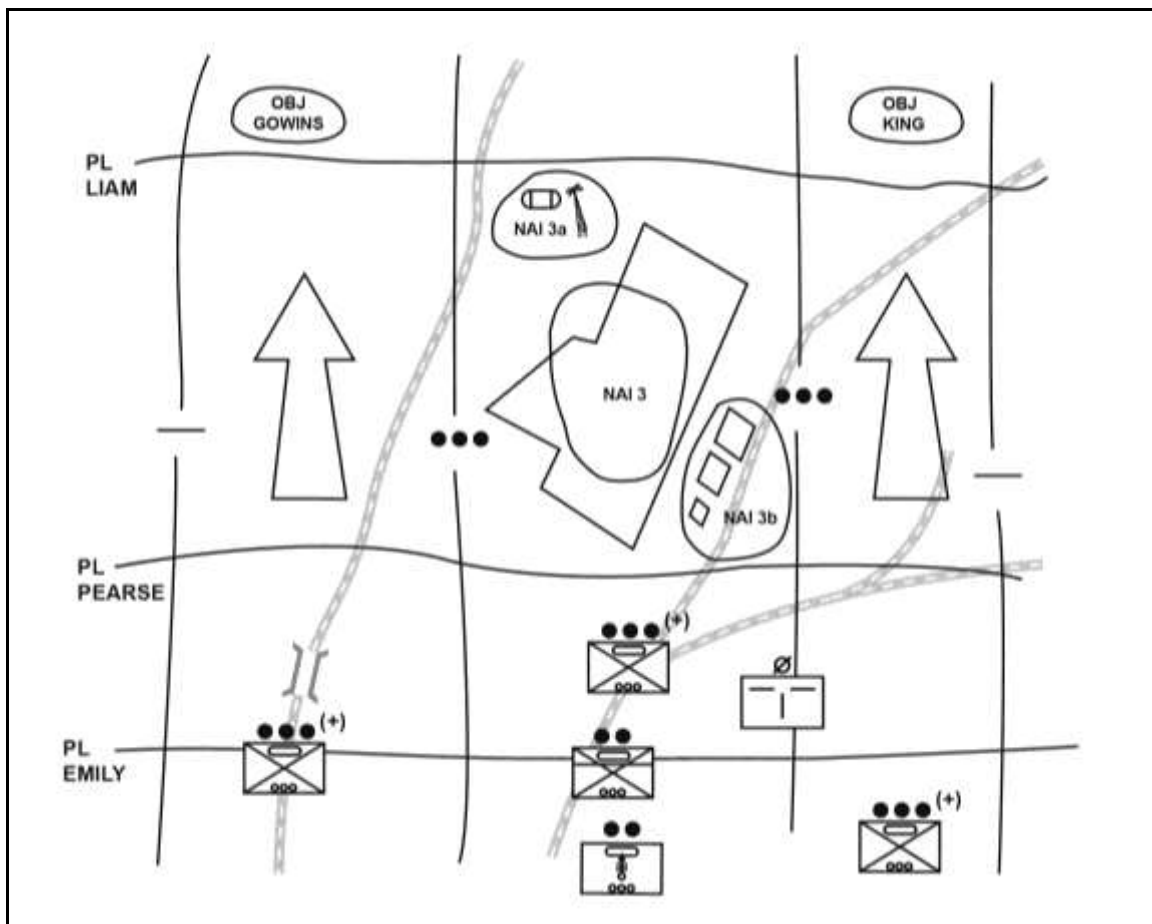
- Find and report all enemy forces within the zone.
- Clear all enemy forces in the designated AO within the capability of the unit conducting reconnaissance.
- Determine the trafficability of all terrain within the zone, to include built-up areas.
- Locate and determine the extent of all contaminated areas in the zone.
- Evaluate and classify all bridges, defiles, overpasses, underpasses, and culverts in the zone.
- Locate any fords, crossing sites, or bypasses, and reinforcing obstacles to include built-up areas in the zone.
- Locate all obstacles and create lanes as specified in execution orders.

- Report the above information to the commander directing the zone reconnaissance, to include providing a sketch map or overlay.

AREA RECONNAISSANCE

7-24. *Area reconnaissance* is a form of reconnaissance that focuses on obtained detailed information about the terrain or enemy activity within a prescribed area (FM 3-90-2). The area can be any location that is critical to the unit’s operations. Examples include easily identifiable areas covering a large space (such as towns or military installations), terrain features (ridgelines, wood lines, choke points), or a specific point (a bridge or a building).

7-25. Additional assets for signal information, imagery intelligence (IMINT), HUMINT, with all-source intelligence reside within the management information control office (MICO) to assist in area reconnaissance. By accessing these assets would increase the ability to detect potential enemy threats or provide early warning. Maintaining SA and requesting intelligence reports for specific areas in a routine or timely manner provide a better operational understanding before conducting area reconnaissance. The tasks of an area reconnaissance are the same as those for a zone reconnaissance and are conducted in the same manner. (See figure 7-2.)



Legend: NAI = named area of interest, OBJ = objective, PL = phase line

Figure 7-2. SBCT Infantry rifle company area reconnaissance

ROUTE RECONNAISSANCE

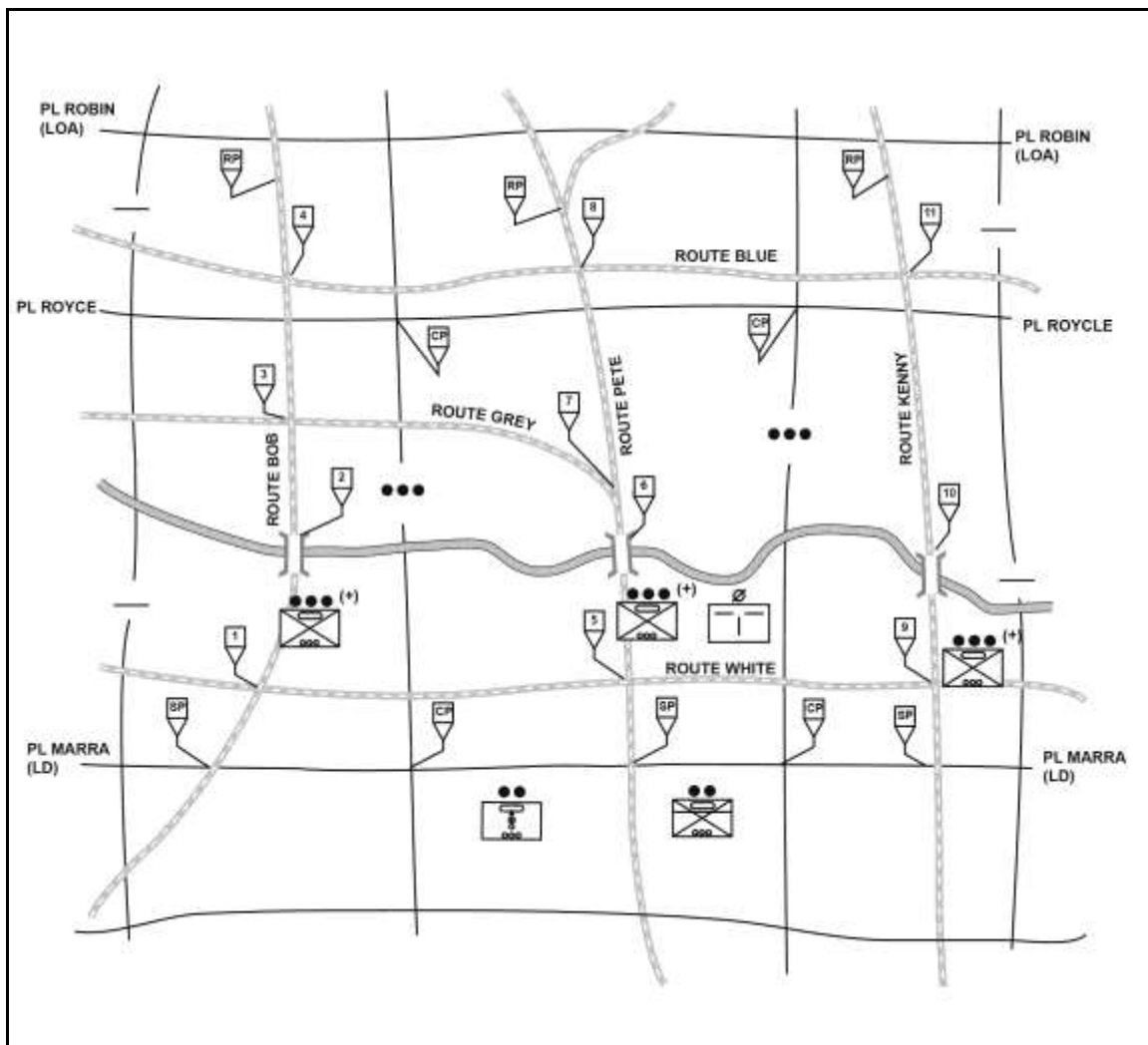
7-26. *Route reconnaissance* is a form of reconnaissance that focuses along a specific line of communication, such as a road, railway, or cross-country mobility corridor (FM 3-90-2). A route

reconnaissance is a directed effort to obtain detailed information on a specific route and on all terrain from which the enemy can influence movement along that route. A route reconnaissance is usually conducted when the commander wants to use the route in question. Trafficable routes are made easier to determine in an SBCT because the Stryker vehicles are made of the same chassis. Consideration will include the heavy expanded mobile tactical truck (HEMTT) cargo is the largest and heaviest vehicle for logistics organic to the SBCT.

7-27. Route reconnaissance tasks are as follows:

- Find, report, and clear all enemy elements that can influence movement along the route.
- Determine the trafficability of the route; can it support the friendly force?
- Reconnoiter all terrain that the enemy can use to dominate movement along the route, such as choke points, ambush sites, and PZs, LZs, and drop zones (DZs).
- Reconnoiter all built-up areas, contaminated areas, and lateral routes along the route.
- Evaluate and classify all bridges, defiles, overpasses and underpasses, and culverts along the route.
- Locate any fords, crossing sites, or bypasses, and reinforcing obstacles to include built-up areas along the route.
- Locate all obstacles, interdict and reduce IED/UXO and create lanes as specified in execution orders.
- Report the above route intelligence to the headquarters initiating the route reconnaissance mission, to include providing a sketch map or a route overlay.

7-28. SBCT Infantry rifle company conducts route reconnaissance primarily with its Infantry platoons augmented with engineers to support bridge classification. They use Infantry to gather information along the route by deploying at specific points. These points are usually road intersections, bridges, culverts, hills, over passes, and under passes. (See figure 7-3.)



Legend: CP = check point, LD = line of departure, LOA = limit of advance, RP = rally point, SP = start point

Figure 7-3. Route reconnaissance using fans

RECONNAISSANCE IN FORCE

7-29. *Reconnaissance in force* is a deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information (ADRP 3-90). Battalion-sized task forces or larger organization usually conduct a reconnaissance in force mission. The SBCT Infantry rifle company will not conduct a reconnaissance in force independently, but may participate as part of a larger force.

TASK ORGANIZATION

7-30. The SBCT Infantry rifle company can conduct route-, zone-, or area-reconnaissance. The SBCT Infantry rifle company may conduct a reconnaissance during preparation for another operation of its own (for example, performing area reconnaissance before initiating an attack); or it can conduct the reconnaissance to gain information for a higher headquarters. Usually, the company is task-organized with engineer, HUMINT, information collection assets, and UAS platforms as needed to meet the requirements of the reconnaissance.

PLANNING CONSIDERATIONS

7-31. Reconnaissance planning starts with the commander identifying the CCIR. This process may be conducted while the unit is planning or preparing for an operation; in many cases, it continues throughout the operation. The SBCT Infantry rifle company commander outlines the following:

- Reconnaissance objective. Enables subordinates to prioritize tasking and narrow their scope of operations.
- Decision points. Link DPs to enemy actions.
- Tempo. Outlines the time requirements the commander envisions for the reconnaissance force and expresses them in order, outlines the degree of completeness, the degree of covertness, and the risk the commander is willing to accept. The commander knows that he accepts increased risk to both the reconnaissance element and the main body when he accelerates the pace of reconnaissance. This risk can be somewhat offset by employing air reconnaissance and technical means to cover open terrain or areas of lower threat.
- Engagement criteria. Establishes the size or type of enemy forces the commander expects his reconnaissance force to engage, and at the expected level of force. This helps leaders to plan direct and indirect fires, and establish bypass criteria.

7-32. The commander considers METT-TC as he plans for mounted, dismounted, aircraft, or combinations of these methods of reconnaissance. Conditions that can result in a decision to conduct mounted, dismounted, or aircraft reconnaissance include the following:

- Time constraints.
- Required detail level of reconnaissance.
- Availability of air units to perform coordinated reconnaissance with ground assets.
- IPB.
- Avenues of approach that support friendly movement and exploit enemy weaknesses.
- Key positions, especially flanks that can be exploited.
- OPs.
- Type of terrain.
- Environmental conditions, such as deep snow and muddy terrain that greatly hinder mounted reconnaissance.

7-33. The commander considers employing UASs for ground reconnaissance. UASs provide the commander with essential terrain and enemy information. Most UASs can operate in daylight or limited visibility, and are difficult to detect or shoot down. (Refer to FM 3-04.155 for more information.)

7-34. Leaders at all echelons coordinate and synchronize reconnaissance efforts. The commander selects formation changes dependent on enemy and terrain. Leaders control the movement of the forces changing between traveling, traveling overwatch and bounding overwatch as they approach the probable line of contact and the reconnaissance objective. The key point is to use reconnaissance assets based on their capabilities, and use their complementary capabilities to verify and expand on available intelligence.

7-35. Sustainment planning is indispensable throughout the planning process. The commander assesses all constraints and considers the following:

- Resupply procedures for both mounted and dismounted reconnaissance missions.
- Predetermined locations and times for resupply of Classes I, III, IV, V, VII, and IX.
- Resupply considerations for Class VIII.
- Reviews TTPs for casualty extraction and MEDEVAC.
- Pickup points and times for pickup and aerial extraction of casualties.
- Review TTPs for vehicle recovery procedures.

FIRE SUPPORT

7-36. The commander asks the following questions as he prepares his fire support plan:

- Where are the enemy target acquisition assets (such as radar)?

- Where will the enemy deploy his artillery? This intelligence helps plan direct and indirect counter fires.
- What are the HVT?
- What are the HPT that were developed during the war-gaming or targeting processes?
- What is the range of the enemy's indirect fires? This intelligence helps plan direct and indirect fires, and establishes bypass criteria.

SECTION III – SECURITY

7-37. Security operations are those operations undertaken by the commander to provide early and accurate warning of enemy operations, to provide the force being protected with time and maneuver space within which to react to the enemy, and to develop the situation to allow the commander to effectively use the protected force (ADRP 3-90). Security operations enable the commander to detect enemy operations, protect another unit, and develop the situation. Security operations include reconnaissance aimed at reducing terrain and enemy unknowns; gaining and maintaining contact with the enemy to ensure continuous information collection; and providing early and accurate reporting of combat information to the protected force. Security forces orient in any direction from a stationary or moving force.

FUNDAMENTALS OF SECURITY OPERATIONS

7-38. The five fundamentals of security operations are—

- Provide early and accurate warning.
- Provide reaction time and maneuver space.
- Orient on the force, area, or facility to be protected.
- Perform continuous reconnaissance.
- Maintain enemy contact.

PROVIDE EARLY AND ACCURATE WARNING

7-39. The security force provides early and accurate warning by detecting the threat force quickly and reporting combat information accurately to the commander. Early warning of threat activity provides the commander with the time, space, and intelligence he needs to retain the tactical initiative and to choose the time and place to concentrate against the threat. Placement of communication specifically retransmission (RETRANs) stations is vital to establishing long-range communication with higher and adjacent units. At a minimum, the security force should operate far enough from the main body to prevent enemy ground forces from observing or engaging the main body with direct fire. Positions maneuver forces, sensors, and tactical UASs to provide long-range observation of expected threat avenues of approach. Long-range observation can be enhanced by the use of Stryker vehicle optics particularly with the MGS thermal images.

7-40. In stability tasks, providing early and accurate warning is much harder to achieve. In many cases, threat personnel in the AO are indistinguishable from civilian noncombatants. They might elude positive identification as a threat until their actions reveal them as such. This fundamental may be expressed in the stability environment in the following ways:

- Identification of and regular communication with key civil and religious leaders.
- Continuous surveillance of known or suspected enemy meeting locations.
- Proactive, friendly engagement with the indigenous population to ascertain threat developments in their community that may otherwise be transparent to the unit.

PROVIDE REACTION TIME AND MANEUVER SPACE

7-41. The security force operates as far from the protected force as possible within supporting range of the protected force, consistent with METT-TC. More distance usually yields greater reaction time and maneuver space for the protected force commander, provided communications are maintained. The security force fights as needed to gain and retain adequate time and space for the protected force commander, allowing him to maneuver and concentrate forces to counter the threat.

ORIENT ON THE FORCE, AREA, OR FACILITY TO BE PROTECTED

7-42. The security force focuses all its actions on protecting the secured force or facility and providing maximum early warning of threat activity. It operates between the main body and known or suspected enemy units. The security force moves as the main body moves and orients on its movement. The security force commander has to know the main body's scheme of maneuver and maneuver his force so it remains between the main body and the enemy. The value of terrain occupied by the security force depends on the operational area security it provides to the main body commander.

7-43. In stability tasks, the security force should orient on the routes or areas where enemy activities frequently occur. They could reemphasize on locations where IEDs or other explosive hazards have been repeatedly used. Another example is the security force orienting surveillance on the offices occupied by a newly seated foreign government whose legitimacy may be contested and targeted for violence by threat factions.

PERFORM CONTINUOUS RECONNAISSANCE

7-44. Security comes in large part from knowing as much as possible about the threat and terrain within the assigned AO. This detailed knowledge results from ongoing, focused reconnaissance that aggressively and continuously reconnoiters key terrain; seeks the location, composition, and disposition of the threat; and attempts to determine the threat's COA early so that the SBCT Infantry rifle company can counter it. Stationary security forces use combinations of OPs, patrols, and other information collection assets to perform continuous reconnaissance. Moving security forces accomplish this fundamental by performing area-, zone-, or route-reconnaissance in conjunction with temporary OPs and BPs.

7-45. In stability tasks, units conduct continuous information collection with patrols, UAS, checkpoints, sensors, and urban OPs that keep a specific location under observation for extended periods. Snipers are an organic asset within the SBCT Infantry rifle company that can assist with covert observation of an urban OP. Reconnaissance may be linked to specific route security operations.

MAINTAIN ENEMY CONTACT

7-46. Once gained, contact is not broken unless otherwise directed. The individual or sensor that first makes contact does not have to maintain it. However, the security force, collectively, maintains contact. The security force continuously conducts information collection on the threat's activities, and prevents the threat from surprising the main body or endangering adjacent friendly forces.

7-47. The fundamentals of maintaining enemy contact require the following:

- Continuous contact (visual, electronic, sensor, or a combination).
- Capability to use direct and indirect fires.
- Freedom to maneuver.
- Depth (of observers in time and space).

FORMS OF SECURITY

7-48. Leaders categorize security operations in terms of the degree of security provided and the amount of combat power required. (Refer to ADRP 3-90 for more information.) There are five primary forms of security operations :

- *Screen* is a security task that primarily provides early warning to the protected forces.
- *Guard* is a security task whose primary task is to protect the main body by fighting to gain time while also observing and reporting combat information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and close combat forces assets of the main body.
- *Cover* is a security task to protect the main body by fighting to gain time while also observing and reporting intelligence and preventing enemy ground observation of and direct fire against the main body. Unlike a screening or guard force, the covering force is a self-contained force capable of operating independently of the main body.

- *Area security* is a security task conducted to protect friendly forces, installations, routes, and actions within a specific area.
- *Local security* is a security task that includes close in security activities conducted near a unit to prevent surprise by the enemy.

7-49. The SBCT Infantry rifle company can conduct screen and guard independently without external augmentation. The company participates in covering force operations only as part of a larger element. It can conduct area security missions on its own, but will usually participate as part of a SBCT Infantry battalion area security force such as an advance guard. The company always provides its own local security. Local security includes observation posts, local security patrols, perimeter security, and other measures taken to provide close-in security.

7-50. The screen, guard, and cover, respectively, contain increasing levels of combat power and provide increasing levels of security for the main body. However, more combat power in the security force means less for the main body. Area security preserves the commander's freedom of move his reserves, position fire support means, provide for mission command, and conduct sustaining operations. Local security provides immediate security for his forces.

SCREEN

7-51. A screen primarily provides early warning by observing, identifying, and reporting enemy actions. It provides the least amount of security of any security mission. Generally, a screening force engages and destroys enemy reconnaissance elements within its capabilities, but otherwise fights to not be decisively engaged or fixed. The SBCT Infantry rifle company can conduct a screen mission independently or as part of an SBCT Infantry battalion or brigade operation. It maximizes its use of Infantry conducting combat, reconnaissance and security patrols. The MGS in combination with the Infantry platoons and mortar section support should be used to conduct combat patrols, or assist with elements in contact to break contact. Depending on mission variables, the SBCT Infantry rifle company might require augmentation to conduct an effective screen mission. Acquiring Stryker reconnaissance vehicle (RV) equipped with Long Range Acquiring Scout Surveillance System (LRAS3) can increase the ability to identify enemy elements.

7-52. A screen is appropriate to cover gaps between forces, the exposed flanks or rear of stationary and moving forces, or the front of a stationary formation. Units use screens when the likelihood of enemy contact is remote, the expected enemy force is small, or the friendly main body needs only a minimum amount of time, once it is warned, to react effectively. A screening force primarily uses indirect fires or CAS to destroy enemy reconnaissance elements and slow the movement of other enemy forces. Units usually accomplish screening by establishing a series of OPs and conducting patrols to ensure adequate surveillance of the assigned AO.

7-53. Screen tasks are to—

- Allow no enemy ground element to pass through the screen undetected and unreported.
- Maintain continuous surveillance of all avenues of approach into the designated area under all visibility conditions.
- Destroy or repel all enemy reconnaissance within its capabilities.
- Locate the lead elements of each enemy advance guard and determine its direction of movement in a defensive screen.
- Maintain contact with enemy forces and report any activity in the AO.
- Maintain contact with the main body and any security forces operating on its flanks.
- Impede and harass the enemy within its capabilities while displacing.

7-54. Counterreconnaissance is an essential component of security operations. The security force should deny the enemy information and intelligence concerning the friendly force. The security force accomplishes this by destroying, defeating, or deceiving enemy reconnaissance units or sensors according to engagement criteria and the ROE.

GUARD

7-55. A guard differs from a screen in that a guard force contains sufficient combat power to defeat, cause the withdrawal of, or fix the lead elements of an enemy ground force before it can engage the main body with direct fire. A guard force routinely engages enemy forces with direct and indirect fires while a screening force primarily uses indirect fires or CAS to destroy enemy reconnaissance elements and slow the movement of other enemy forces. A guard force uses all means at its disposal, to include decisive engagement, to prevent the enemy from penetrating to a position where it could observe and engage the main body. It operates within the range of the main body's fire support weapons, deploying over a narrower front than a comparable-size screening force to permit concentrating combat power. The SBCT Infantry rifle company can conduct a guard mission independently.

7-56. The three types of guard operations are as follows: advance, flank, and rear guard. The commander can assign a guard mission to protect either a stationary or a moving force.

- The advance guard is responsible for clearing the axis of advance or designated portions of the AO of enemy elements. This allows the main body to move unimpeded, prevents the unnecessary delay of the main body, and defers the deployment of the main body for as long as possible. An advance guard for a stationary force is defensive in nature. The rifle company uses its Stryker infantry platoon to fix an enemy force while another force that can be tasked organized with Stryker Infantry or MGS maneuver out of contact to engage the enemy force. It defends or delays according to the main body commander's intent. An advance guard for a moving Stryker force is offensive in nature and normally conducts a movement to contact and tries to initiate contact with dismounted elements.
- A flank guard protects against an exposed flank of the main body. The commander of the main body designates the general location of the flank guard's positions. AOs assigned to the flank guard should be sufficiently deep to provide early warning and reaction time. However, flank guards remain within supporting range of the main body. The Stryker Infantry rifle company conducts this by using alternating bounds with Infantry dismounting at key points along likely enemy avenues of approach.
- The rear guard protects the exposed rear of the main body. This occurs during offensive tasks when the main body breaks contact with flanking forces or during a retrograde. The commander may deploy a rear guard behind both moving and stationary main bodies. The rear guard for a moving force displaces to successive BPs along PLs or delay lines in depth as the main body moves. The nature of enemy contact determines the exact movement method or combination of methods used in the displacement (successive bounds, alternate bounds, and continuous marching).

7-57. A unit conducting a guard performs certain tasks within its capabilities unless ordered otherwise. If a unit does not have the time or other resources to complete all of these tasks, it informs the commander assigning the mission of the shortfall and requests guidance on which tasks to complete or the priority of tasks. After starting the guard, if the unit determines that it cannot complete an assigned task, such as cause deployment of the enemy advance guard, it reports this to the commander and awaits further instructions.

COVER

7-58. The SBCT Infantry rifle company is not structured to conducting a cover on its own. A covering force is a self-contained force capable of operating independently of the main body, unlike a screening or guard force to conduct the cover task (FM 3-90-1). A covering force, or portions of it, often becomes decisively engaged with enemy forces. Therefore, the covering force has to have substantial combat power to engage the enemy and accomplish its mission. A covering force develops the situation earlier than a screen or a guard force. It fights longer and more often and defeats larger enemy forces.

7-59. While a covering force provides more security than a screen or guard force, it requires more resources. A covering force accomplishes all the tasks of screening and guard forces. A covering force for a stationary force performs a defensive mission, while a covering force for a moving force generally conducts offensive actions. A covering force normally operates forward of the main body in the offense or defense, or to the rear for a retrograde.

AREA SECURITY

7-60. Area security operations may be offensive or defensive in nature. They focus on the protected force, installation, route, or area. Forces to protect range from echelon headquarters through artillery and echelon reserves to the sustaining base. Protected installations can be part of the sustaining base or they can constitute part of the area's infrastructure. Areas to secure range from specific points (bridges and defiles) and terrain features (ridge lines and hills) to large population centers and their adjacent areas. The SBCT Infantry rifle company can conduct an area security operation independently or as part of a SBCT Infantry battalion operation.

7-61. Area security operations can require the execution of a wide variety of supporting operations and tasks. Depending on mission variables, a SBCT Infantry rifle company might require augmentation to conduct area security effectively.

7-62. When conducting an area security mission, the SBCT Infantry rifle company prevents threat ground reconnaissance elements from directly observing friendly activities within the area being secured. It prevents threat ground maneuver forces from penetrating the defensive perimeters established by the commander. The commander may direct his subordinate platoons to employ a variety of techniques (such as OPs, BPs, ambushes, sniper employment and combat outposts) to accomplish this security mission. A reserve or QRF enables the commander to react to unforeseen contingencies. Using the assigned UAS and the information collection assets available to the SBCT Infantry battalion, the SBCT Infantry rifle company can execute security tasks through ambushes and preemptive strikes proactively and with greater precision.

7-63. An analysis of mission variables enables the commander to determine the augmentation for the SBCT rifle company, with particular consideration given to the need for aviation, engineers, and artillery. Early warning of threat activity is paramount when conducting area security missions, and provides the commander with time and space to react to threats. Proper intelligence analysis and information collection planning, coupled with dismounted/mounted patrols and aerial reconnaissance, is essential to successful operations, especially when securing fixed sites. Failure to conduct continuous reconnaissance can create a vulnerable seam through which the enemy can execute an infiltration or attack.

7-64. During area security operations civilians will be present. Therefore, leaders ensure Soldiers understand current ROE. However, leaders are always responsible for protecting their forces and consider this responsibility when applying the ROE. Restrictions on conducting operations and using force need to be explained clearly and understood by everyone. Soldiers need to understand their actions, no matter how minor, may have far-reaching positive or negative effects. They need to realize both friendly or hostile media and adversary information activities can quickly exploit their actions, especially the manner in which they treat the civilian population.

7-65. When a perimeter is not feasible, the SBCT Infantry rifle company secures the area by establishing a presence and conducting operations throughout the area. The SBCT Infantry rifle company establishes perimeters around base camps, critical infrastructure, and high-value assets, while other units conduct operations to establish presence, provide security, and conduct stability tasks. The company can position a reaction force between several secured perimeters. Other missions or tasks in support of area security may include the following:

- Screens along zones of separation or other designated areas.
- Route or convoy security of critical lines of communication.
- Checkpoints to monitor or control movement.
- Biometric data collection.
- Demonstrations to maintain an observable presence.

LOCAL SECURITY

7-66. Local security includes any local measure(s) taken by units to prevent surprise by the enemy. It involves avoiding detection by the enemy or deceiving the enemy about friendly positions and intentions. Local security is an important part of maintaining the initiative. The requirement for maintaining local security is an inherent part of all operations. Units use both active and passive measures to provide local security. Active measures include OPs, patrols, and conducting stand-to. Passive measures include

camouflage, noise and light discipline, and sensors to maintain surveillance over the area immediately around the unit.

7-67. The SBCT Infantry rifle company is responsible for maintaining its own security at all times. Each Stryker vehicle should have a dismounted element for local security. Stryker vehicles are vulnerable from attacks on its rear and sides from dismounts. Platoons and sections should establish mutually supporting positions for Stryker vehicles and their dismounted elements for 360 degree local security and to allow a smaller local security force and a larger dismounted forward element. In addition to maintaining security for its own elements, the SBCT Infantry rifle company may implement local security for other units as directed by the SBCT Infantry battalion commander. Examples of such situations include, but are not limited to, the following:

- Provide security for engineers as they emplace/clear obstacles or construct survivability positions in the SBCT Infantry rifle company BP.
- Secure an LZ.
- Establish mounted or dismounted OPs to maintain surveillance of enemy infiltration and reconnaissance routes.
- Conduct patrols to cover gaps in observation and to clear possible enemy OP from surrounding areas.
- HUMINT.
- NGOs.
- Supply and logistical operations.

SECTION IV – PATROLS

7-68. A patrol is a detachment sent out by a larger unit to conduct a combat, reconnaissance, or security mission. A patrol's organization is temporary and specifically matched to the immediate task. Because a patrol is an organization, not a mission, it is not correct to speak of giving a unit a mission to "*Patrol.*" (Refer to ATTP 3-21.9 for additional information about patrols.)

7-69. A patrol can consist of a unit as small as a fire team. Squad- and platoon-size patrols are normal. If a patrol is made up of a single unit, such as a SBCT Infantry rifle squad sent out on a reconnaissance patrol, the squad leader is responsible. If a patrol is made up of mixed elements from several units, then the senior officer or NCO is designated as the patrol leader. This temporary title defines his role and responsibilities for that mission. The patrol leader may designate an assistant, normally the next senior man in the patrol, and any subordinate element leaders he requires.

7-70. The planned action determines the type of patrol. The two types of patrols are combat and reconnaissance. Regardless of the type of patrol, the unit needs a clear task and purpose. The leader of any patrol, regardless of the type or the tactical task assigned, has an inherent responsibility to prepare and plan for possible enemy contact while on the mission. Patrols are never administrative as they are always assigned a tactical mission. (Refer to FM 3-21.8 for more information.)

COMBAT PATROL

7-71. A combat patrol provides security and harasses, destroys, or captures enemy troops, equipment, or installations. When the commander gives a unit the mission to send out a combat patrol, he intends for the patrol to make contact with the enemy and engage in close combat. A combat patrol always tries to avoid detection while moving, but discloses their location to the enemy in a sudden, violent attack. For this reason, the patrol normally carries a significant amount of weapons and ammunition. It may carry specialized munitions. A combat patrol collects and reports any combat information gathered during the mission, whether related to the combat task or not. The three types of combat patrols are as follows:

- Raid.
- Ambush.
- Security.

7-72. Stryker Infantry conduct combat patrols tasked organized based on the mission variables of METT-TC. They possess the capability to engage in close combat with Infantry and conduct sudden and

violent attacks with significant firepower in combined arms with the use of crew served weapons from the MGS, ICV, MCV Stryker vehicles, or Infantry weapons squads.

RECONNAISSANCE PATROL

7-73. A reconnaissance patrol collects combat information or confirms or disproves the accuracy of intelligence previously gained. The intent for this type of patrol is to avoid enemy contact and accomplish its tactical task without engaging in close combat. Reconnaissance patrols always try to accomplish their mission without being detected or observed. Because detection cannot always be avoided, a reconnaissance patrol carries the necessary arms and equipment to protect itself and break contact with the enemy. A reconnaissance patrol with as few personnel, arms, and equipment as only necessary. This increases stealth and cross-country mobility in close terrain. Regardless of how the patrol is armed and equipped, the leader always plans for the worst case: contact. The three types of reconnaissance patrols Infantry units conduct are as follows:

- Route.
- Area.
- Zone.

7-74. The Stryker Infantry rifle company task-organizes its reconnaissance patrols. It will always comprise itself of Infantry that deploy prior to points of suspected contact to ensure that it avoids enemy initiated contact.

SECTION V – RELIEF IN PLACE

7-75. A RIP is an operation in which, by the direction of higher authority, all or part of a unit is replaced in an area by the incoming unit. The responsibilities of the replaced elements for the mission and the assigned AO are transferred to the incoming unit. The incoming unit continues the operations as ordered (FM 3-90-1). The commander conducts a RIP as part of a larger operation, primarily to maintain the combat effectiveness of committed units. The higher headquarters directs when and where to conduct the relief and establishes the appropriate control measures. Normally, the unit relieved is defending. However, a relief may set the stage for resuming offensive tasks. A relief may serve to free the relieved unit for other tasks (such as decontamination, reconstitution, routine rest, resupply, maintenance, or specialized training). Sometimes, as part of a larger operation, the commander wants the enemy force to discover the relief, because that discovery might cause it to do something in response that is prejudicial to its interest, such as move reserves from an area where the friendly commander wants to conduct a penetration.

7-76. There are three techniques for conducting a relief—sequentially, simultaneously, or staggered. A sequential relief occurs when each element within the relieved unit is relieved in succession, from right to left or left to right, depending on how it is deployed. A simultaneous relief occurs when all elements are relieved at the same time. A staggered relief occurs when the commander relieves each element in a sequence determined by the tactical situation, not its geographical orientation. Simultaneous relief takes the least time to execute, but is more easily detected by the enemy. Sequential or staggered reliefs can take place over a significant amount of time. These three relief techniques can occur regardless of the range of military operations (ROMO) in which the unit is participating.

7-77. A relief can be characterized as either deliberate or hasty, depending on the amount of planning and preparations associated with the relief. The major differences are the depth and detail of planning and, potentially, the execution time. Detailed planning generally facilitates shorter execution time by determining exactly what the commander believes needs to be done and the resources needed to accomplish the mission. Deliberate planning allows the commander and staff to identify, develop, and coordinate solutions to most potential problems before they occur and to ensure the availability of resources when and where they are needed.

PLANNING

7-78. Once ordered to conduct a RIP, the commander of the relieving unit contacts the commander of the unit to be relieved. The collocation of unit CPs helps achieve the level of coordination required. If the

relieved unit's forward elements can defend the AO, the relieving unit executes the RIP from the rear to the front. This facilitates movement and terrain management.

7-79. When planning for a RIP, the SBCT Infantry rifle company commander takes the following actions:

- Issue an order immediately.
- Send an advance party composed of key leaders to conduct detailed reconnaissance and coordination.
- As the relieving unit, adopt the outgoing unit's normal pattern of activity as much as possible.
- As the relieving unit, determine when the SBCT Infantry rifle company will assume responsibility for the outgoing unit's position.
- As the relieving unit, colocate company headquarters with the relieved unit's headquarters.
- Maximize operations security to prevent the enemy from detecting the relief operation.

Note. Whenever possible, conduct the relief at night or under other limited visibility conditions.

- Plan for relief of sustainment elements after combat elements are relieved.
- As the unit being relieved, plan for transfer of excess ammunition, wire, petroleum, oil, and lubricants, and other material of tactical value to the incoming unit.
- Control movement by reconnoitering, designating, and marking routes, and providing guides.

COORDINATION

7-80. The incoming and outgoing commanders meet to exchange tactical intelligence, conduct a joint reconnaissance of the area, and complete other required coordination. The two commanders carefully address passage of command and jointly develop contingency actions to deal with enemy contact during the relief. This process usually includes coordination of the following information:

- Location of vehicle and individual fighting positions (to include hide, alternate, and supplementary positions). Leaders should verify fighting positions both by conventional map and on BFT/JCR (if equipped).
- The enemy situation.
- The outgoing unit's tactical plan, to include graphics, SBCT Infantry rifle company and platoon fire plans, and individual vehicles' sector sketches.
- Fire support coordination, to include indirect fire plans and the time of relief for supporting artillery and mortar units.
- Types of weapons systems being replaced.
- Time, sequence, and method of relief.
- Location and disposition of obstacles, and the time when the commanders will transfer responsibility.
- Supplies and equipment to be transferred.
- Movement control, route priority, and placement of guides.
- Command and signal information.

Note. Units conduct relief on the radio nets of the outgoing unit.

- Maintenance and logistical support for disabled vehicles.
- Visibility considerations.
- Capability gaps and recommendations to fill gaps if the Stryker Infantry rifle company is conducting relief with another non-Stryker organization.

CONDUCTING THE RELIEF

7-81. When conducting the relief, the outgoing commander retains responsibility for the AO and the mission. He exercises operational control over all subordinate elements of the incoming unit that have

completed their portion of the relief. Responsibility passes to the incoming commander when all elements of the outgoing unit are relieved and adequate communications are established.

STAGGERED RELIEF

7-82. A staggered relief occurs when the commander relieves each element in a sequence determined by the tactical situation, not its geographical orientation and usually in situations where the commander desires to conceal the relief from the enemy (FM 3-90-1). The staggered relief often follows the sequence of the sequential relief.

SEQUENTIAL RELIEF

7-83. Sequential relief is the most time-consuming relief method. The relieving unit moves to an assembly area to the rear of the unit to be relieved. Subordinate elements are relieved one at a time. This can occur in any order, with the relief following this general sequence:

- The outgoing and incoming units colocate their headquarters and trains elements to facilitate mission command and transfer of equipment, ammunition, fuel, water, and medical supplies.
- The first element being relieved (such as a platoon) moves to its alternate fighting positions or battle positions while the relieving element moves into the outgoing element's primary fighting positions. The incoming element occupies vehicle and individual fighting positions as appropriate.
- Incoming and outgoing elements complete the transfer of equipment and supplies.
- The relieved element moves to the designated assembly area behind its position.
- Once each outgoing element clears the rally point en route to its assembly area, the next relieving element moves forward.

SIMULTANEOUS RELIEF

7-84. Simultaneous relief is the fastest, but least secure, method. All outgoing elements are relieved at once, with the incoming unit usually occupying positions, to include battle positions, and vehicle and individual fighting positions. The relief takes place in this general sequence:

- Outgoing elements move to their alternate BPs or vehicle and individual positions.
- Incoming elements move along designated routes to the outgoing elements' primary fighting positions.
- The units complete the transfer of equipment and supplies.
- Relieved elements move to the designated unit assembly area.

SECTION VI – PASSAGE OF LINES

7-85. Passage of lines is an operation in which a force moves forward or rearward through another unit's positions with the intent of moving into or out of contact with the enemy. A passage may be designated as a forward or rearward passage of lines (JP 1-02). Units usually conduct passage of lines when at least one METT-TC factor does not permit the bypass of a friendly unit. A passage of lines is a complex operation requiring close supervision and detailed planning, coordination, and synchronization between the battalion commanders of the unit conducting the passage and the unit being passed. The primary purpose of a passage of lines is to transfer responsibility (forward or rearward) for an area from one unit to another.

7-86. A passage of lines occurs under two basic conditions. A forward passage of lines occurs when a unit passes through another unit's positions while moving toward the enemy. A rearward passage of lines occurs when a unit passes through another unit's positions while moving away from the enemy (FM 3-90-1).

PLANNING CONSIDERATIONS

7-87. The controlling SBCT Infantry battalion is responsible for planning and coordinating a passage of lines involving the SBCT Infantry rifle company. In some situations, such as the SBCT Infantry rifle

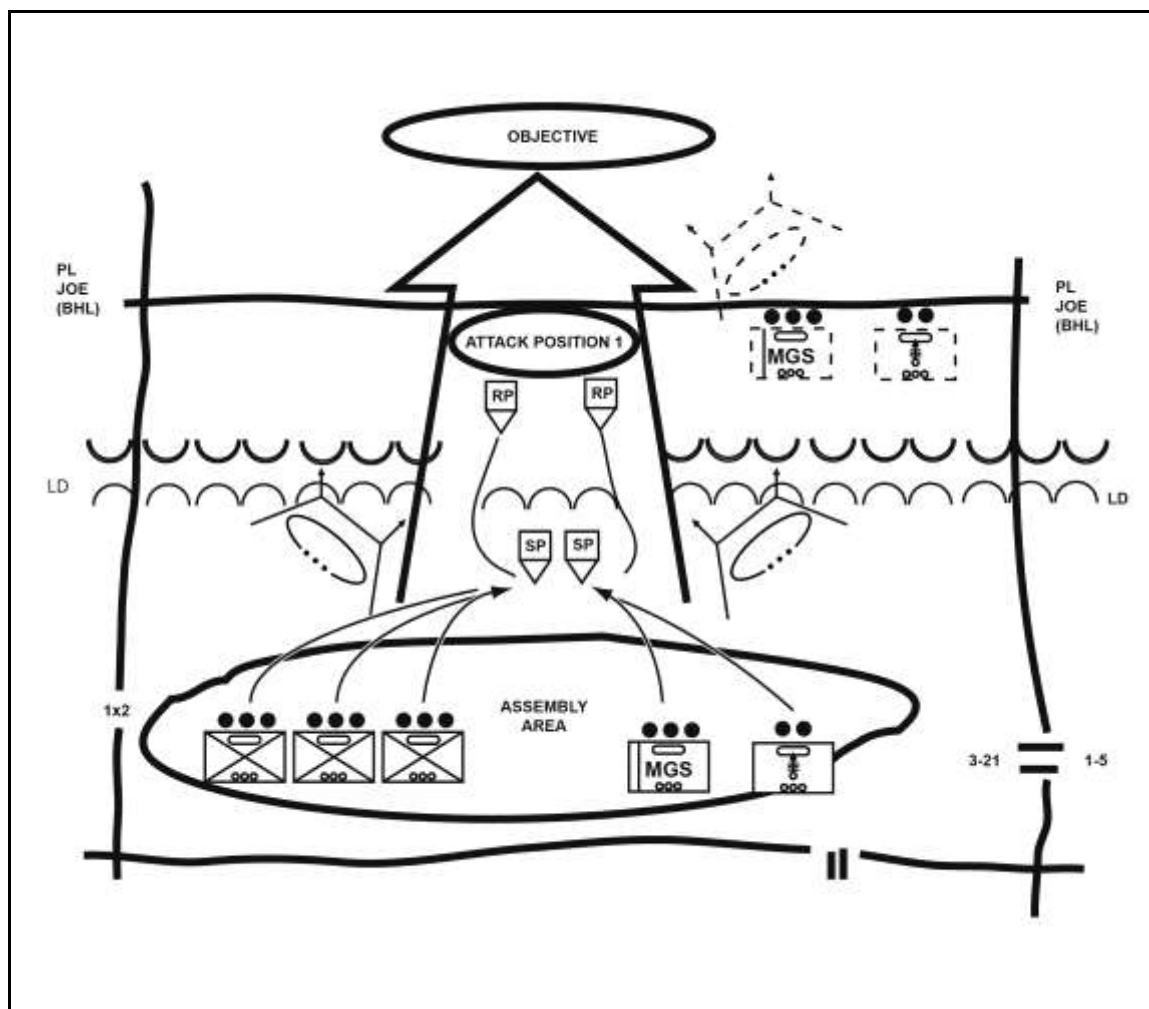
company using multiple passage routes (that is, a separate route for each platoon), the company commander takes responsibility for planning and coordinating each phase of the operation.

7-88. When planning a passage of lines, the commander considers the following tactical factors and procedures: passage lanes, use of deception, battle handover, obstacles, air defense, sustainment responsibilities, mission control, reconnaissance and coordination, forward passage of lines, and rearward passage of lines.

FORWARD PASSAGE OF LINES

7-89. In a forward passage, the passing unit first moves to an assembly area or an attack position behind the stationary unit. Designated liaison personnel move forward to link up with guides and confirm coordination information with the stationary unit. Guides then lead the passing elements through the passage lane. (See figure 7-4.)

7-90. The SBCT Infantry rifle company conducts a forward passage by employing tactical movement. It moves quickly, using appropriate dispersal and formations whenever possible, and using its digital communication systems to make initial contact. It bypasses disabled vehicles, as needed. The company holds its fire until it passes the BHL or the designated fire control measure, unless the commander has coordinated fire control with the stationary unit. Once clear of passage lane restrictions, the unit consolidates at a rally point or attack position, and then conducts tactical movement according to its orders.

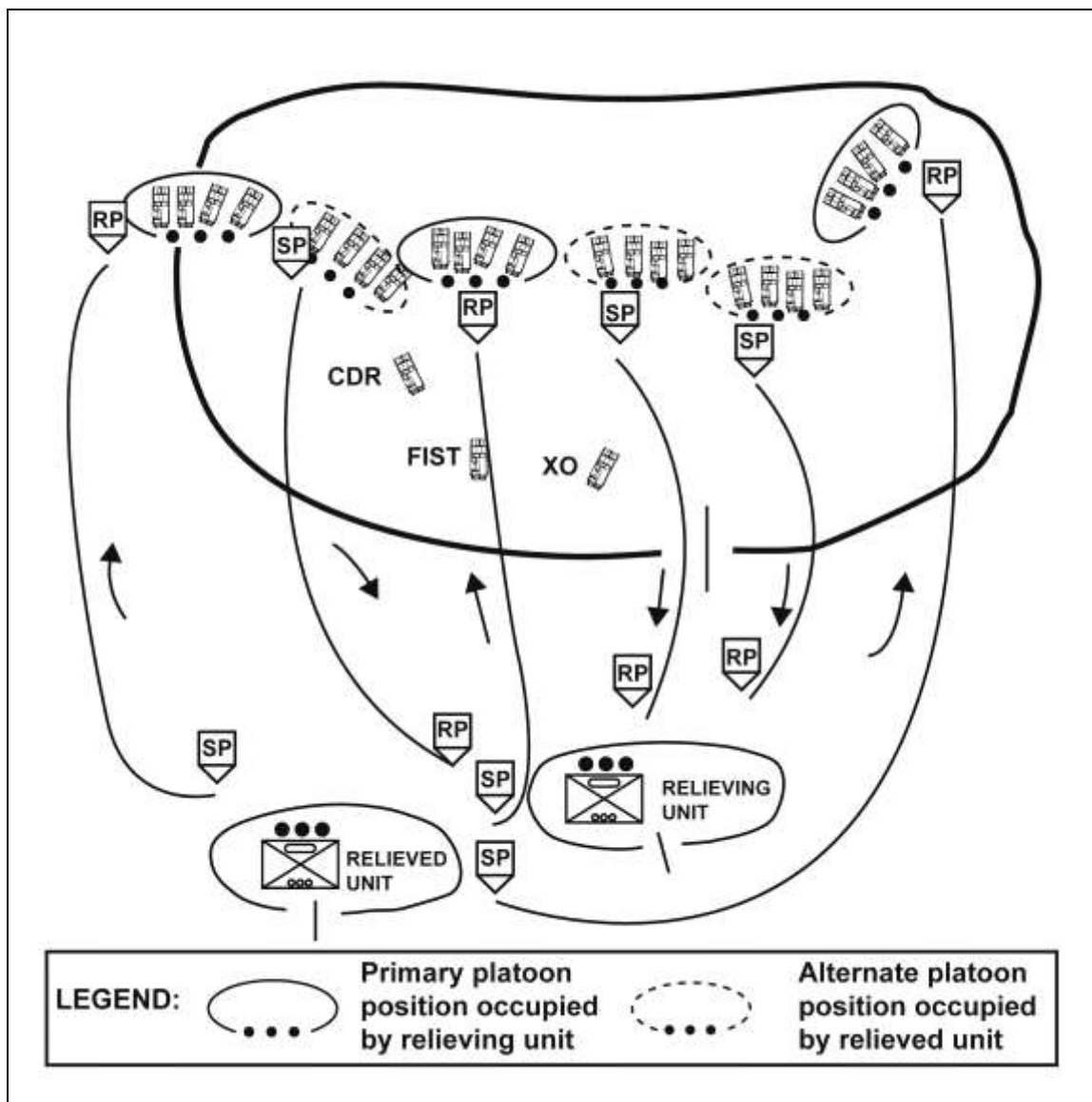


Legend: BHL = battle handover line, LD = line of departure, MGS = mobile gun system, PL = phase line, RP = rally point, SP = start point

Figure 7-4. SBCT Infantry rifle company forward passage of line

REARWARD PASSAGE OF LINES

7-91. Because of the increased chance of fratricide and friendly fire during a rearward passage, coordination of recognition signals and direct fire restrictions is critical. (See figure 7-5 on page 7-21.) Rehearsals and training can help reduce fratricide and friendly fire. The passing unit contacts the stationary unit while it is still beyond direct fire range and conducts coordination as discussed previously. Near recognition signals and location of the BHL are emphasized. Both the passing unit and the stationary unit can employ additional fire control measures, such as restrictive fire lines (RFL), to minimize the risk of fratricide and friendly fire.



Legend: CDR = commander, FIST = fire integration support team, RP = rally point, SP = start point, XO = executive officer

Figure 7-5. SBCT Infantry rifle company rearward passage of lines

7-92. Following coordination, the passing unit continues tactical movement toward the passage lane. The passing unit is responsible for its security until it passes the BHL. If the stationary unit provides guides, the passing unit can conduct a short halt to link up and coordinate with them. The passing unit moves quickly through the passage lane to a designated location behind the stationary unit.

7-93. Stationary unit and passing unit responsibilities. (See table 7-1.)

Table 7-1. Stationary and passing unit responsibilities

<i>Stationary Unit</i>	<i>Passing Unit</i>
Clears lanes or reduces obstacles along routes.	May assist with reducing obstacles
Provides obstacle and friendly units' locations.	Provides order of movement and scheme of maneuver.
Clears and maintains routes up to the BHO line.	May assist with maintaining routes.
Provides traffic control for use of routes and lanes.	Augments the traffic control capability of the stationary unit as required.
Provides security for the passage up to the BHO line.	Maintains protection measures.
Identifies locations for the passing unit to use as assembly areas and attack positions.	Assumes full responsibility for its own sustainment support forward of the BHO line.
Controls all fires in support of the passage.	Positions artillery to support the passage.

SECTION VII – LINKUP

7-94. A linkup is a meeting of friendly ground forces, which occurs in a variety of circumstances (FM 3-90-1). It happens when an advancing force reaches an objective area previously seized by another force, when an encircled force breaks out to rejoin friendly forces, or when a force comes to the relief of an encircled force, and when converging maneuver forces meet. Both forces may be moving toward each other, or one may be stationary. Whenever possible, joining forces exchange as much information as possible before starting a mission.

7-95. The headquarters ordering the linkup establishes—

- A common operational picture.
- Command relationship and responsibilities of each force before, during, and after linkup.
- Coordination of fire support before, during, and after linkup, to include control measures.
- Linkup method.
- Recognition signals and communication procedures to use, to include pyrotechnics, armbands, vehicle markings, weapon orientation, panels, colored smoke, lights, and challenge and passwords.
- Actions to conduct following linkup.

CONTROL MEASURES

7-96. The commander who orders the linkup establishes control measures for units conducting the linkup. He assigns each unit an AO defined by left and right boundaries and a restricted fire line. He establishes a no-fire area around one or both companies to ensure that uncleared air-delivered munitions or indirect fires do not cross either the RFL or a boundary and impact friendly forces.

7-97. The restricted fire line assists with the prevention of fratricide. The linkup forces use the linkup points established by the commander to make physical contact with each other. The commander designates alternate linkup points, since enemy action may interfere with the primary linkup points. Control measures are adjusted during the mission to provide for freedom of action and positive control.

EXECUTION

7-98. There are two linkup techniques. The preferred method is when the moving force has an assigned LOA near the other force and conducts the linkup at predetermined contact points. Units then coordinate further actions.

7-99. The least preferred method of linkup a commander can use during highly mobile or fluid operations is when the enemy force escapes from a potential encirclement or when one of the linkup forces is at risk and requires immediate reinforcement. In this method, the moving force continues to move and conduct long-range recognition via radio or other measures, stopping only when it makes physical contact with the other force.

PHASES OF THE LINKUP

7-100. The SBCT Infantry rifle company conducts linkup activities independently or as part of a larger force. Within a larger unit, the company may lead the linkup force. The linkup consists of three phases. The following actions are critical to the execution of a successful linkup.

PHASE 1, FAR RECOGNITION SIGNAL

7-101. During this phase, the forces conducting a linkup establish both FM radio and digital communications before reaching direct fire range. The lead element of each linkup force should monitor the radio frequency of the other friendly force and its digital communications for messages.

PHASE 2, COORDINATION

7-102. Before initiating movement to the linkup point, the forces coordinate necessary tactical information/intelligence that includes the following:

- Known enemy situation.
- BFT/JCR (if equipped) filter setting and address book commonality.
- Type and number of friendly vehicles and number of vehicles equipped with BFT/JCR.
- Disposition of stationary forces (if either unit is stationary).
- Routes to the linkup point and rally point (if any).
- Direct and indirect fire control measures.
- Near recognition signal(s).
- Communications information.
- Sustainment responsibilities and procedures.
- Finalized location of the linkup point and rally point(s) (if any).
- Any special coordination, such as those covering maneuver instructions or requests for medical support.

PHASE 3, MOVEMENT TO THE LINKUP POINT AND LINKUP

7-103. All units or elements involved in the linkup enforce strict fire control measures to help prevent fratricide and friendly fire. Moving or converging forces must easily recognize linkup points and RFL. Linkup elements take the following actions:

- Conduct far recognition using FM radio or BFT/JCR (if equipped).
- Conduct short-range (near) recognition using the designated signal.
- Complete movement to the linkup point.
- Establish local security at the linkup point.
- Conduct additional coordination and linkup activities, as needed.

SECTION VIII – BREACHING

7-104. Breaching is a synchronized combined arms operation under the control of the maneuver commander. Whenever possible, units should bypass obstacles, enabling it to maintain the momentum of the operation. Commanders ensure that conducting the bypass provides a tactical advantage without exposing the unit to unnecessary danger. Breaching begins when friendly forces detect an obstacle. Breaching ends when friendly forces destroy the enemy on the far side of the obstacle, or when battle handover has occurred between a unit conducting the breaching and follow-on forces. Successful obstacle breaching depends on the SBCT Infantry rifle company effectively applying the breaching fundamentals of

SOSRA. Deliberate, hasty (includes in-stride), and covert are the three general types of breaching operations. (Refer to ATP 3-34.22 for more information.)

BREACHING TENETS

7-105. Successful breaching is characterized by applying breaching tenets. These tenets should be applied whenever an obstacle is encountered in the AO, whether during an attack or a route clearance. The tenets are—

- Intelligence.
- Breaching fundamentals.
- Breaching organization.
- Mass.
- Synchronization.

INTELLIGENCE

7-106. Success depends largely on the force commander's ability to see the AO. He identifies how the enemy is using the terrain to minimize the risk of surprise. This is particularly true when attempting to counter the enemy's use of obstacles. This is done with the IPB process. During the IPB process, the situation template is developed. The situational template is a graphical depiction of expected threat dispositions based on threat doctrine and the effects of the AO for a particular COA. (Refer to ATP 2-01.3 for more information.)

BREACHING FUNDAMENTALS

7-107. SOSRA are the breaching fundamentals that are applied to ensure success when breaching against a defending enemy. These fundamentals always apply, but they may vary based on the mission variables. (See table 7-2 on page 7-26.)

7-108. Suppression is a tactical task used to employ direct or indirect fires or an electronic attack on enemy personnel, weapons, or equipment to prevent or degrade enemy fires and observation of friendly forces (ATP 3-34.22). The purpose of suppression during breaching is to protect forces reducing and maneuvering through an obstacle. The MGS platoon is designed to provide majority of the direct fire suppression tasks with its 105-mm main gun, M240 COAX, and .50 cal. The Stryker ICVs can assist with its RWS MK-19, .50 cal, or with their M240b machine gun. The Infantry provide suppression with their M240b machine guns from its weapon squad. The mortar section can provide suppression with dismounted 60-mm and 120-mm mortars using HE rounds.

7-109. Obscuration needs to be employed to protect forces conducting obstacle reduction and the passage of assault forces. Obscuration hampers enemy observation and target acquisition and conceals friendly activities and movement. Obscuration smoke deployed on or near the enemy's position minimizes its vision. Screening smoke employed between the reduction area and the enemy conceals movement and reduction activities. It also degrades enemy ground and aerial observations. Obscuration needs to be planned carefully to provide maximum degradation of enemy observation and fires, but it must not significantly degrade friendly fires and control. Sources of Smoke for the SBCT Infantry rifle company can come from artillery, mortars, smoke salvos on the Stryker vehicles and smoke grenades for dismounts. The mortar section can provide both suppression and obscuration during a breach if using both the Infantry 60-mm and mounted 120-mm mortars with smoke, white phosphorus (WP) and high-explosive (HE) rounds.

7-110. Friendly forces secure the reduction area to prevent the enemy from interfering with obstacle reduction and the passage of the assault force through the lanes created during the reduction. Security needs to be effective against outposts and fighting positions near the obstacle and against overwatching units, as necessary. The far side of the obstacle is secured by fires or be occupied before attempting any effort to reduce the obstacle. The attacking unit's higher headquarters has the responsibility to isolate the breach area by fixing adjacent units, attacking enemy reserves in depth, and providing counter-fire support. Identifying the extent of the enemy's defenses is critical before selecting the appropriate technique to secure the point of breach. If the enemy controls the point of breach and cannot be adequately suppressed,

the force secures the point of breach before it can reduce the obstacle. The breach force is resourced with enough maneuver assets to provide local security against the forces that the support force cannot sufficiently engage. Elements within the breach force that secure the reduction area may be used to suppress the enemy once reduction is complete.

7-111. Reduction is the creation of lanes through or over an obstacle to allow an attacking force to pass. The number and width of lanes created varies with the enemy situation, the assault force's size and composition, and the scheme of maneuver. The lanes need to allow the assault force to rapidly pass through the obstacle. The breach force will reduce, proof (if required), mark, and report lane locations and the lane-marking method to higher headquarters. Follow-on units will further reduce or clear the obstacle when required. Reduction cannot be accomplished until effective suppression and obscuration are in place, the obstacle has been identified, and the point of breach is secure.

7-112. A breaching is not complete until—

- Friendly forces have assaulted to destroy the enemy on the far side of the obstacle that is capable of placing or observing direct and indirect fires on the reduction area.
- Battle handover with follow-on forces has occurred, unless no battle handover is planned.

BREACHING ORGANIZATION

7-113. The commander organizes friendly forces to accomplish the breaching fundamentals quickly and effectively. This requires him to organize support, breach, and assault forces with the necessary assets to accomplish their roles.

Support Force

7-114. The support force's primary responsibility is to eliminate the enemy's ability to interfere with a breach and is usually comprised of the MGS platoon, mortar section, and one Infantry squad or platoon. The Infantry element uses its weapons squad to provide an intermediate support force for engagements closer to the obstacle breach point.

Breach Force

7-115. The breach force assist in the passage of the assault force by creating, proofing (if necessary), and marking lanes. This is usually comprised of an Infantry platoon, or platoons and engineer assets, if available. The Sniper team or small element may assist by conducting a small scale covert breach on wire obstacles or engaging the obstacle overwatch element with long range precision fires.

Assault Force

7-116. The assault force's primary mission is to destroy the enemy and seize terrain on the far side of the obstacle to prevent the enemy from placing direct fires on the created lanes. The Stryker vehicle is designed to provide protection to the point of deployment. It should not be used as a fighting vehicle to assault the objective on the far side of the breach. The company commander should make the determination based on mission variable of METT-TC to risk possible destruction of a Stryker vehicle to achieve speed and some protection for the assault force while moving through the breach to assault the objective.

CONDUCTING THE BREACH

7-117. Breaching entails the coordinated efforts of three task-organized elements: the support force, the breach force, and the assault force. The discussion in this section covers the actions and responsibilities of these elements role in the operation.

BREACHING ORGANIZATION

7-118. The commander in charge of the breach organizes forces to accomplish the five breaching fundamentals quickly and effectively.

Table 7-2. Relationship between breaching organization and breaching fundamentals

<i>Breaching Organization</i>	<i>Breaching Fundamentals</i>	<i>Responsibilities</i>
Support force	Suppress Obscure	<p>Suppress enemy direct-fire systems covering the reduction area.</p> <p>Control obscuring smoke.</p> <p>Prevent enemy forces from repositioning or counterattacking to place direct fires on the breach force.</p> <p>The mortar section can provide both suppression and obscuration with mix of 60-mm and 120-mm mortars simultaneously.</p>
Breach force	<p>Suppress (provides additional suppression)</p> <p>Obscure (provides additional obscuration in the reduction area)</p> <p>Secure (provides local security)</p> <p>Reduce</p>	<p>Create and mark the necessary lanes in an obstacle.</p> <p>Secure the nearside and far side of an obstacle.</p> <p>Defeat forces that can place immediate direct fires on the reduction area.</p> <p>Report the lane status/location.</p>
Assault force	<p>Assault</p> <p>Suppress (if necessary)</p>	<p>Destroy the enemy on the far side of an obstacle that is capable of placing direct fires on the reduction area.</p> <p>Assist the support force with suppression if the enemy is not effectively suppressed.</p> <p>Be prepared to breach follow-on or protective obstacles after passing through the reduction area.</p>

Support Force

7-119. This element usually leads movement of the breach elements. After identifying the obstacle, it moves to covered and concealed areas and establishes SBF positions. The support force leader sends a voice or digital spot report (SPOTREP) to the commander. This report describes the location and complexity of the obstacle, the composition of enemy forces that are overwatching the obstacle, and the location of possible bypass. The commander decides whether to maneuver to a bypass or to breach the obstacle.

Note. He needs to keep in mind that a bypass may lead to an enemy kill zone.

7-120. In either case, the support force suppresses any enemy elements that are overwatching the obstacle to allow the breach force to breach or bypass the obstacle. The support force should be in position to request suppressive artillery fires and smoke for obscuration. As the breach and assault forces execute their missions, the support force lifts or shifts supporting fires. Because the enemy is likely to engage the support

force with artillery, the support force needs to be prepared to move to alternate positions while maintaining suppressive fires.

Breach Force

7-121. The breach force receives a voice or digital SPOTREP identifying the location of the obstacle or bypass. It then organizes internally to meet these responsibilities—

- Provide local security for the breach site as needed.
- Conduct the actual breach. The breach force creates, proofs, and marks a lane through the obstacle or secures the bypass.
- Move through the lane to provide local security for the assault force on the far side of the obstacle. In some instances, the breach force may move to firing positions that allow it to suppress enemy elements overwatching the obstacle. At other times, it may assault the enemy, with suppressive fires provided by the support force.

Breaching Methods

7-122. The SBCT Infantry rifle company can create a lane by itself, if it is equipped with the assets and breach the type of obstacle encountered. If the SBCT Infantry rifle company does not have this capability, it provides close-in security for attached engineers with breaching assets. Three breaching methods are—

- Mechanical breaching, usually with mine plows or mine rakes.
- Explosive breaching, employing such means as the mine-clearing line charge (MICLIC), M173 line charge, the MK 7 Antipersonnel Obstacle Breaching System (APOBS), or 1/4--pound blocks of TNT (2, 4, 6-Trinitrotoluene (CAS Number 118-96-7; explosive). The MGS can also use this method for walls, structures, and buildings. (See appendix A.)
- Manual breaching, with Soldiers probing by hand or using such items as grappling hooks, shovels, picks, axes, and chain saws. This may include using logs, or other available items to conduct a breach of a wire obstacle. Manual breaching is the least preferred method.

7-123. In extreme cases, the commander may order an obstacle to be forced through. This technique requires the breach force to move in column formation through the obstacle location. If available, a disabled vehicle can be pushed ahead of the lead breach vehicle in an attempt to detonate mines or overrun barricades and wire obstacles.

Creating and Proofing the Lane

7-124. The mine plow and other engineer assets are the preferred breaching devices, but if they are not available the breach team may only have hand tools, picks, and shovels to create the lane. When properly equipped and supported, the platoon can create up to two lanes through an obstacle.

7-125. Proofing verifies that a lane is free of mines and that the width and trafficability of the point of breach are suitable for the assault force. Proofing can be conducted visually (against surface-laid minefields), electronically (mine detectors), or mechanically (mine clearing rollers [MCRs]) this process ensures that the lane is clear.

Marking the Lane

7-126. After the lane is created and proofed, it can then be marked to ensure safe movement by vehicles and personnel; this is critical for follow-on forces that may not know the exact location of the cleared lane. Distinctive markers show where the lane begins and ends. A visible line down the center is effective. Another technique is to mark both sides of the breached lane.

7-127. To minimize the necessary breaching time, the proofing vehicle may simultaneously mark the lane. Unit SOPs will dictate marking methods and materials, which commonly include the following:

- Cleared lane mechanical marking system (CLAMMS).
- Pathfinder system.
- Engineer stakes with tape.
- Guides.

- Chemical lights.
- Expended shell casings.

Completing the Breach

7-128. Throughout the operation, the breach element provides continuous updates of the breach force's progress to higher headquarters and other elements involved in the breach. They coordinate with the support force for suppressive fires.

7-129. After marking is complete, the breach element uses voice and digital systems to report the location of the lane and the method of marking to expedite the movement of the assault force. Digital overlays enable units to move quickly to the breach lanes using the position navigation (POSNAV) or global positioning system (GPS).

7-130. The assault force will often move behind the breach force and closely follow the breach vehicles through the new lane.

ASSAULT FORCE

7-131. While the breach is in progress, the assault force assists the support force or follows the breach force while maintaining cover and dispersion. Once a lane is cleared through the obstacle, the assault force then moves through the breach. It secures the far side of the obstacle by physical occupation or continues the attack according to the commander's intent.

ATTACHMENTS

7-132. The types and quantities of these attachments depend on the mission and the number, size, and type of organizations requiring support. These attachments and assets are used to breach and reduce obstacles.

Engineer Squad

7-133. The most versatile of all breaching assets, the engineer squad can conduct explosive or manual breaches, proof and mark lanes through an obstacle, and provide guides during breaching. While it conducts breaching and proofing, the squad is vulnerable to enemy direct and indirect fires, and is secured by the higher, supporting, or requesting unit due to the engineer squad's limited capabilities. The engineer squad will probably have limited capabilities.

MINE-CLEARING LINE CHARGE

7-134. Used to breach wire and mine obstacles, the MICLIC can be either towed or mounted. This vehicle is known as the armored vehicle-launched MICLIC (AVLM). It clears a lane 100 meters deep and 14 meters wide.

7-135. The MICLIC is fired 62 meters from the obstacle to get the full 100 meters of depth. The charge creates two skip zones, where the mines are not detonated, on the right and left side of the center line of the cleared lane. The skip zones, which are about 1.5 meters wide, necessitate the proofing of all MICLIC lanes.

7-136. The MICLIC is effective against pressure-activated antitank mines and against mechanically activated antipersonnel mines. Effectiveness is limited against magnetically activated mines, to include scatterable mines, and those with multi-impulse (double-impact) or time-delay fuse. The MICLIC is not effective on severely broken ground where the line charge cannot lay flat. When detonated, the MICLIC has a danger area with a radius of 1600 meters.

SECTION IX – GAP CROSSING

7-137. Gap crossing is projecting combat power across a linear obstacle (wet or dry gap). It requires specific procedures, detailed planning, and technical support that differ from other tactical operations. The SBCT Infantry rifle company can take part in two types of gap crossing operations: hasty and deliberate. The company usually participates in a hasty or covert gap crossing as part of a SBCT Infantry battalion,

and in deliberate gap-crossings as part of a brigade or larger element. The company can conduct a hasty or covert gap crossing independently when supported by attached engineer assets. (Refer to ATTP 3-90.4 for more information.)

7-138. The commander may choose to conduct a hasty crossing when the momentum of the operation is maintained, when the banks are lightly held or undefended, and when sufficient engineer assets are available to support the crossing. Despite the use of the term “hasty,” the commander uses all available time and assets to ensure that the conditions are set for the crossing. The crossing is similar to a breach in that suppression and obscuration normally precede any attempt to cross the obstruction.

WET GAP CROSSING

7-139. Hasty wet gap-crossings are decentralized operations to cross inland bodies of water (such as canals, lakes, or rivers). These operations include crossing by tactical bridging, vehicle swimming or fording operations, or by Infantry if the objective area is close to the wet-gap crossing point.

7-140. The SBCT Infantry battalion commander organizes his units into assault, support, and follow and support forces. The SBCT Infantry rifle company prepares to execute any of these missions as part of a SBCT Infantry battalion water crossing mission.

ASSAULT FORCE

7-141. The assault force conducts the initial assault across the body of water dismounted. Assault boats, air assault aircraft transport, or rope bridge are used by the assault force to cross the body of water. The assault force usually seizes immediate objectives on the far side to secure the crossing site for other elements. If it has the capability, the assault force then continues the advance from the exit bank to the final objective. Infantry elements establish local security on the exit bank to permit development of the crossing site. Engineers move with the assault force to breach obstacles and open or improve trails.

SUPPORT FORCE

7-142. The support force comprises engineer elements, Stryker vehicles, and mission command elements from the company headquarters. It develops the crossing site, emplaces the crossing means usually the Rapid Emplaced Bridging System (REBS) organic to the engineer company (if applicable), and controls units moving into and away from the crossing site. The controlling commander may position the support force where it can assist the assault force in the direct assault on the crossing site. The engineers provide the following types of support for crossing operations to:

- Improve mobility and reduce obstacles at the entrance and exit to the crossing site.
- Improve fording sites.
- Emplace assault boats, rafts, ferries, or bridges as the means of crossing the body of water. Bridges used by supporting engineers include the REBS, armored vehicle launched bridge (AVLB), Wolverine, and ribbon or medium girder bridges. Engineers might repair a bridge so that it can support the crossing operation.

FOLLOW AND SUPPORT FORCE

7-143. As the follow and support force, the SBCT Infantry rifle company’s primary mission is to provide operations security as the assault force moves to the far side of the water obstacle and seizes its immediate objectives. The SBCT Infantry rifle company does this mainly by suppressing defending enemy elements with both direct and indirect fires, and by firing or calling for smoke to screen the crossing site from enemy observation. It prepares to take over the assault force’s mission.

DRY GAP-CROSSING OPERATIONS

7-144. In most circumstances, hasty gap-crossing operations are limited to “dry” gaps (such as irrigation ditches, railroad embankments, and antitank ditches). Operational considerations for a SBCT Infantry rifle company hasty gap crossing are similar to those for a breach, with the SBCT Infantry rifle company task-organized into support, breach, and assault forces. The primary crossing means in the SBCT Infantry rifle company for hasty gap crossing is the REBS, which moves as part of the breach force. Without a vehicle launched bridge, the company employs a deployable universal combat earthmover (DEUCE) or high

mobility engineer excavator (HMEE) to fill in or breach through the obstacle. Additionally, if the mechanical method is unavailable, the team may employ a field-expedient method (for example, explosives) to facilitate the crossing.

SECTION X – TROOP MOVEMENT

7-145. *Troop movement* is the movement of troops from one place to another by any available means (ADRP 3-90). The ability of a commander to posture friendly forces for a decisive or shaping operation depends upon the commander's ability to move that force. The essence of battlefield agility is the capability of conducting rapid and orderly movement to concentrate combat power at decisive points and times. Successful movement places troops and equipment at their destination at the proper time, ready for combat. There are three types of troop movement: administrative movement, tactical road march, and approach march (Refer to FM 3-90-2 for more information).

METHODS OF MOVEMENT

7-146. Troop movements are made by dismounted and mounted marches using various combinations of organic combat and tactical vehicles, air, rail, and water means. The method employed depends upon the situation, size and composition of the moving unit, distance the unit covers, urgency of execution, and the condition of the troops. It depends on the availability, suitability, and capacity of the different means of transportation.

TACTICAL ROAD MARCH

7-147. A *tactical road march* is a rapid movement used to relocate units within an area of operations to prepare for combat operations (ADRP 3-90). The primary consideration of the tactical road march is rapid movement. However, the moving force employs security measures even when contact with enemy ground forces is not expected. Stryker units conduct tactical road marches and approach marches.

7-148. Units conducting road marches may or may not be organized into a combined arms formation. During a tactical road march, the commander is always prepared to take immediate action if the enemy attacks. Stryker vehicles with air guard positions should be placed between Stryker variants without them to provide better security during tactical road marches.

ORGANIZATION

7-149. The commander organizes a march column into four elements: reconnaissance, quartering/advance party, main body, and trail party. These elements are further organized with considerations concerning vehicles that have similar rates of march, levels of fuel consumption, maintenance and recovery. All elements of a march column use the same route for a single movement. The battalion may designate an alternate route for more than one column.

7-150. March column subordinate elements are a march serial and a march unit. A march serial is a major subdivision of a march column that is organized under one commander who plans, regulates, and controls the serial. An example is a battalion serial formed from a brigade-size march column. It moves and halts under the control of a single commander who uses digital, FM, voice and visual signals.

APPROACH MARCH

7-151. An *approach march* is the advance of a combat unit when direct contact with the enemy is intended (ADRP 3-90). A unit using an approach march moves in a task-organized tactical formation to its destination. The approach march is used when the enemy's approximate location is known, allowing the force to move with greater speed and less physical security or dispersion. It is like the movement to contact, and may be used as a technique to conduct a movement to contact. The approach march terminates in a march objective, such as an attack position, assembly area, or assault position. It can be used to transition to an attack. An approach march employs security forces (advance, flank, and rear) based upon the threat situation.

Chapter 8

Direct Fire Planning and Control

Suppressing or destroying the enemy with direct fires is fundamental to success in close combat. Direct fire is inherent in maneuver, as is close combat (ADRP 3-0). The SBCT Infantry rifle company commander effectively plans to focus, distribute, and shift the overwhelming mass of his direct fire capability at critical locations and times to succeed in combat. Efficient and effective fire control means that the company acquires the enemy and masses the effects of direct fires to achieve decisive results in the close fight. This chapter provides information about the principles of direct fire control, the fire control process, and direct fire planning.

SECTION I – FIRE CONTROL TECHNIQUES

8-1. To successfully bring direct fires against an enemy force, commanders and leaders continuously apply the steps of the fire control process. At the heart of this process are two critical actions: rapid, accurate target acquisition and the massing of fire to achieve decisive effects on the target.

8-2. Target acquisition is the detection, identification, and location of a target in sufficient detail to permit the effective employment of weapons. Massing of fires is defined by the terminal effect on the enemy, not by the number of systems or rounds fired.

8-3. Massing entails focusing fires at critical points and then distributing the fires for optimum effect. Firing at multiple targets in depth prevents the enemy from dealing with any single threat and maneuvering from massing his fires against it.

FIRE CONTROL PROCESS

8-4. The following discussion examines target acquisition and massing of fires using these basic steps of the fire control process:

- Identify probable enemy locations and determine the enemy scheme of maneuver.
- Determine where and how to mass fires.
- Orient forces to speed target acquisition.
- Shift or redistribute fires.

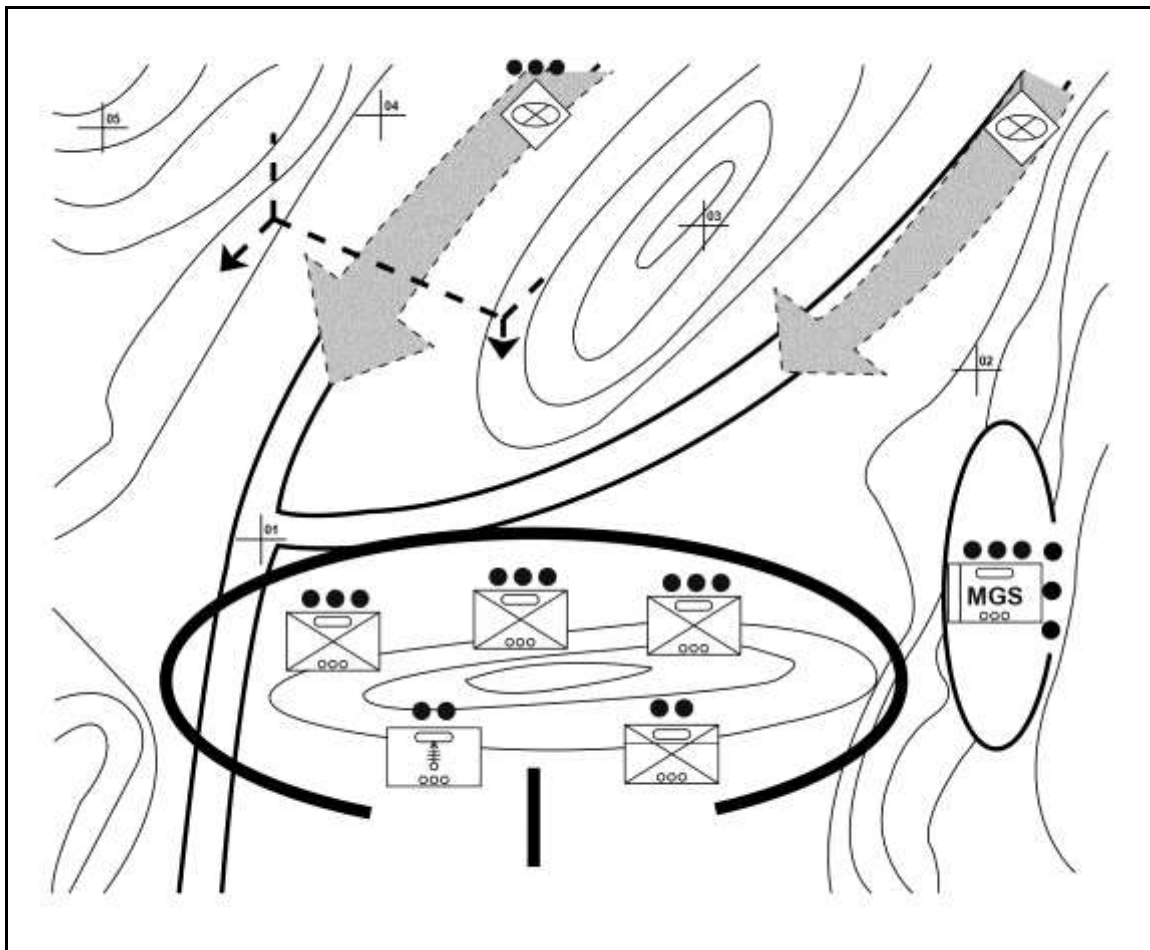
IDENTIFY PROBABLE ENEMY LOCATIONS AND DETERMINE THE ENEMY SCHEME OF MANEUVER

8-5. The commander and subordinate leaders plan and execute direct fires based on their estimate of the situation. An essential part of this estimate is the analysis of the terrain and the enemy force, which aids the commander in visualizing how the enemy will attack or defend a particular piece of terrain. (See figure 8-1.) A defending enemy's defensive positions or an attacking enemy's support positions are normally driven by intervisibility. Typically, there are limited points on a piece of terrain that provide both good fields of fire and adequate cover for a defender. Similarly, an attacking enemy has only a limited selection of avenues of approach that provides adequate cover and concealment.

8-6. Coupled with available intelligence, an understanding of the effects of a specific piece of terrain on maneuver assists the commander in identifying probable enemy locations and likely avenues of approach both before and during the fight. The commander may use any or all of the following products or techniques in developing and updating the analysis:

- An enemy situational template based on the analysis of terrain and enemy.

- A spot report or contact report on enemy locations and activities.
- Reconnaissance of the AO.



Legend: MGS = mobile gun system

Figure 8-1. Example of identifying probable enemy locations and determining enemy scheme of maneuver

DETERMINE WHERE AND HOW TO MASS FIRES

8-7. To achieve decisive effects, friendly forces need to mass their fires. Effective massing requires the commander both to direct the fires of subordinate elements and to distribute the effects of the fires. Based on his estimate of the situation and his concept of the operation, the commander identifies points where he wants to, or must, concentrate the unit's fires (see figure 8-2 on page 8-3). Most often, these are locations he has identified as probable enemy positions or points along likely avenues of approach where the unit can mass direct fires. Because subordinate elements may not initially be oriented on the point where the commander wants to mass fires, he may issue a fire command to the fires. At the same time, the commander uses direct fire control measures and effectively distributes the fires of his elements, which are now focused on the same point.

8-8. To achieve the greatest mass effects the company commander balances the differences of the maximum effective ranges of the crew served weapons on the ICVs, MGS, mortars, and Infantry. By placing these weapon systems at equal distance from one another in firing position prevents a maximum effect of all weapon systems firing simultaneously. Therefore weapon systems with shorter maximum effective engagement ranges should be in positions forward of ones with longer maximum effective

engagement ranges. The company leadership should closely examine surface danger zones (SDZ) to ensure that firing positions are within safe distance of the engagement area.

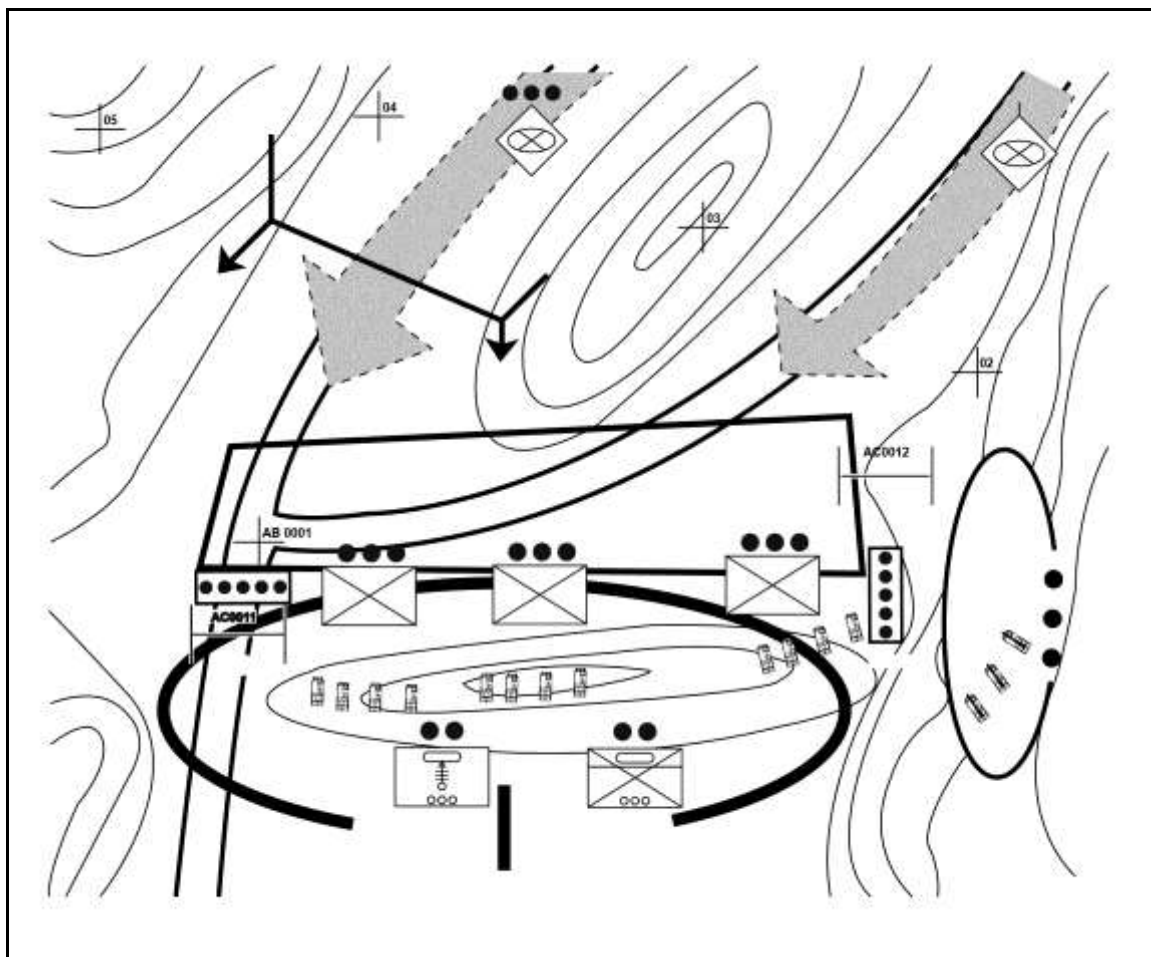


Figure 8-2. Example of determining where and how to mass fires

ORIENT FORCES TO SPEED TARGET ACQUISITION

8-9. To effectively engage the enemy with direct fires, friendly forces need to acquire enemy elements rapidly and accurately. Orienting friendly forces on probable enemy locations and on likely avenues of approach will speed target acquisition (see figure 8-3). Conversely, failure to orient subordinate elements results in slower acquisition; this greatly increases the likelihood that enemy forces will be able to engage first. The clock direction orientation method, which is prescribed in most unit SOPs, is good for achieving all-around security; however, it does not ensure that friendly forces are most effectively oriented to detect the enemy. To achieve this critical orientation, the commander typically designates TRPs on or near probable enemy locations and avenues of approach. He orients his subordinate elements using directions of fire or sectors of fire. Normally, the gunners on crew-served weapons scan the designated direction, sector of fire, or area while other crewmen observe alternate sectors of fire or areas to provide all-around security.

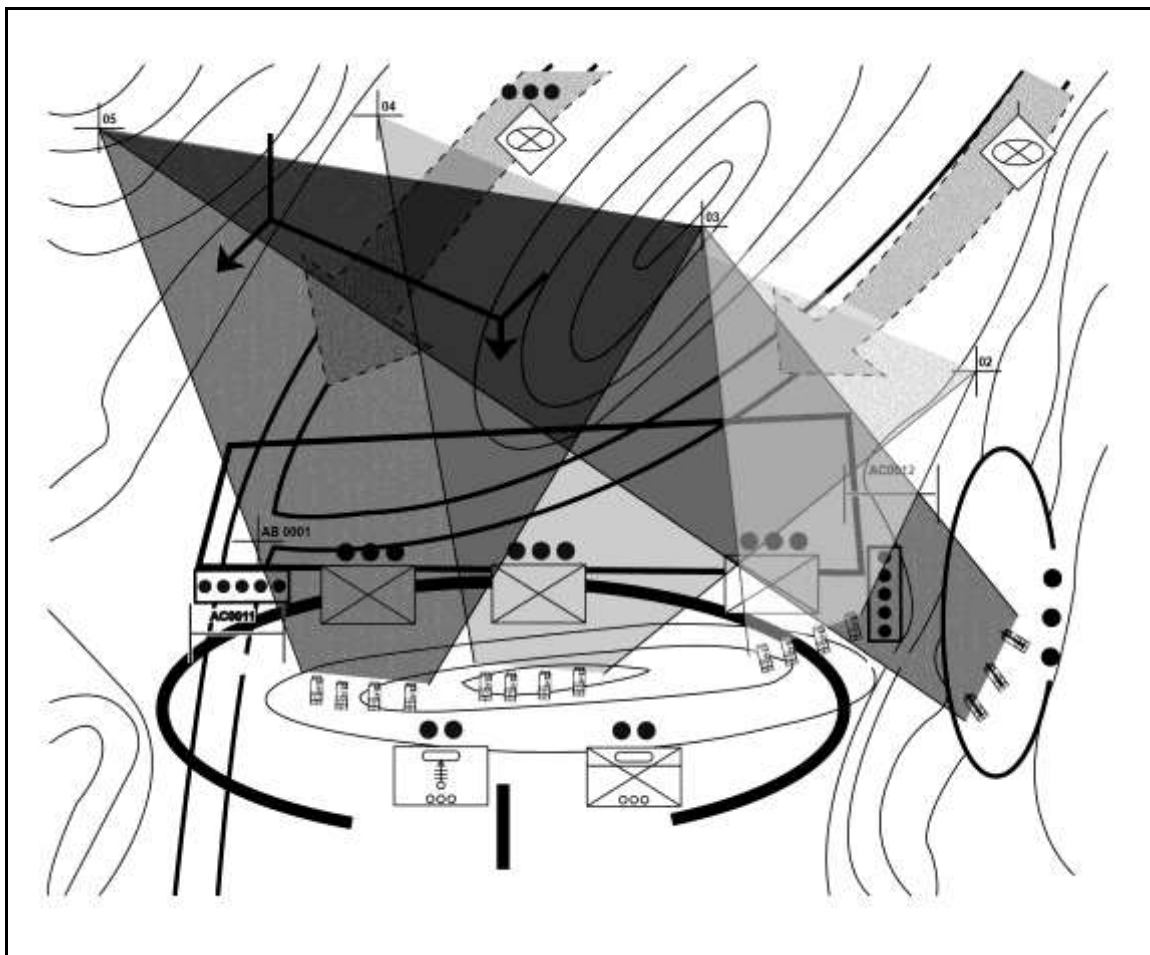


Figure 8-3. Example of orienting forces to speed target acquisition

SHIFT AND REDISTRIBUTE FIRES

8-10. As the engagement proceeds, leaders shift fires to direct and redistribute the effects based on their evolving estimate of the situation. SA becomes an essential part of the fire control process at this point. The commander and subordinate leaders apply the same techniques and considerations, to include fire control measures that they used earlier to direct and distribute fires. A variety of situations dictate shifting of fires, to include the following:

- Appearance of an enemy force posing a greater threat than the one currently being engaged.
- Extensive attrition of the enemy force being engaged, creating the possibility of target overkill.
- Attrition of friendly elements that are engaging the enemy force.
- Change in the ammunition status of the friendly elements that are engaging the enemy force.
- Maneuver of enemy or friendly forces resulting in terrain masking.
- Increased fratricide and friendly fire risk as a maneuvering friendly element closes with the enemy force being engaged.

PRINCIPLES OF DIRECT FIRE

8-11. Effective fire control requires a unit to acquire the enemy and mass the effects of fires rapidly to achieve decisive results in a close fight. When planning and executing direct fires, the commander and subordinate leaders need to know how to apply several fundamental principles. The purpose of the principles of direct fire is not to restrict the actions of subordinates. Applied correctly, they help the SBCT

Infantry rifle company to accomplish its primary goal in any direct fire engagement; that is, both to acquire first and shoot first. These principles give subordinates the freedom to act quickly upon acquisition of the enemy. This discussion focuses on the following principles:

- Mass the effects of fire.
- Destroy the greatest threat first.
- Avoid target overkill.
- Employ the best weapon for specific target.
- Minimize exposure.
- Plan and implement fratricide and friendly fire avoidance measures.
- Plan for limited visibility conditions.
- Plan for degraded capabilities.

MASS THE EFFECTS OF FIRE

8-12. The SBCT Infantry rifle company masses its fires to achieve decisive results. Massing entails focusing fires at critical points and distributing the effects. Random application of fires is unlikely to have a decisive effect. For example, concentrating the SBCT Infantry rifle company's fires at a single target may ensure its destruction or suppression; however, that fire control technique will probably not achieve a decisive effect on the enemy formation or position.

DESTROY THE GREATEST THREAT FIRST

8-13. The order in which the SBCT Infantry rifle company engages enemy forces is in direct relation to the danger the enemy presents. The threat posed by the enemy depends on his weapons, range, and positioning. Presented with multiple targets, a unit will, in most situations, initially concentrate fires to destroy the greatest threat, and then distribute fires over the remainder of the enemy force.

AVOID TARGET OVERKILL

8-14. The company uses only the amount of fire to achieve the necessary effect. Target overkill wastes ammunition and diverts weapons that are better employed acquiring and engaging other targets. The idea of having every weapon engaging a different target is tempered by the requirement to destroy the greatest threats first.

EMPLOY THE BEST WEAPON FOR SPECIFIC TARGET

8-15. Using the appropriate weapon for the target increases the probability of rapid enemy destruction or suppression; at the same time, it saves ammunition. The SBCT Infantry rifle company has many weapons with which to engage the enemy. Target type, range, and exposure are key factors in determining the weapon and ammunition that should be employed, as are weapons and ammunition availability and desired targets effects. Leaders should consider individual crew capabilities when deciding on the employment of weapons. The company commander arrays his forces based on the terrain, enemy, and desired effects of fires. As an example, when he expects an enemy dismounted assault in restricted terrain, the commander would employ his Infantry squads, taking advantage of their ability to best engage numerous fast-moving targets.

MINIMIZE EXPOSURE

8-16. Units increase their survivability by exposing themselves to the enemy only to the extent necessary to engage him effectively. Natural or man-made defilade provides the best cover from lethal direct fire munitions. Infantry minimize their exposure by constantly seeking effective available cover, attempting to engage the enemy from the flank, remaining dispersed, firing from multiple positions, and limiting engagement times.

PLAN AND IMPLEMENT FRATRICIDE AVOIDANCE MEASURES

8-17. The commander needs to be proactive in reducing the risk of fratricide and friendly fire, and noncombatant casualties. He has numerous tools to assist him in this effort: identification training for combat vehicles and aircraft, the unit's weapons safety posture, the weapons control status (WCS),

recognition markings, and a COP to include range cards, sector sketches, and rehearsals. Knowledge and employment of applicable ROE are the primary means of preventing noncombatant casualties.

Note. Because it is difficult to distinguish between friendly and enemy Infantry Soldiers, the commander constantly monitors the position of friendly Infantry squads.

PLAN FOR LIMITED VISIBILITY CONDITIONS

8-18. At night, limited visibility fire control equipment enables the SBCT Infantry rifle company to engage enemy forces at nearly the same ranges that apply during the day. Obscurants such as dense fog, heavy smoke, and blowing sand can reduce the capabilities of thermal and infrared (IR) equipment. The commander should therefore develop contingency plans for such extreme limited visibility conditions. Although decreased acquisition capabilities have minimal effect on area fire, point target engagements will likely occur at decreased ranges. Typically, firing positions, whether offensive or defensive, are adjusted closer to the area or point where the commander intends to concentrate fires. Another alternative is the use of visual or IR illumination when there is insufficient ambient light for passive light intensification devices.

Note. Vehicles equipped with thermal sights can assist Infantry squads in detecting and engaging enemy Infantry forces in conditions such as heavy smoke and low illumination.

PLAN FOR DEGRADED CAPABILITIES

8-19. Leaders initially develop plans based on their units' maximum capabilities; they make backup plans for implementation in the event of casualties or weapon damage or failure. While leaders cannot anticipate or plan for every situation, they should develop plans for what they view as the most probable occurrences. Building redundancy into these plans, such as having two systems observe the same sector of fire, is an invaluable asset when the situation (and the number of available systems) permits. Designating alternate sectors of fire provides a means of shifting fires if adjacent elements are knocked out of action.

SECTION II – DIRECT FIRE PLANNING

8-20. The SBCT Infantry company commander plans direct fires as part of the TLPs. The commander considers essential steps, such as where and how the company can and will mass fires, as he develops his concept of the operations.

OVERVIEW

8-21. Leaders plan direct fires and distribute and control their fire. Determining where and how the SBCT Infantry rifle company can mass fires is an essential step in this process.

8-22. Based on where and how they want to direct and distribute fires, leaders can establish the weapons ready postures for their elements and triggers for initiating fires. During mission preparation, leaders plan and conduct rehearsals of direct fires (and of the fire control process) based on the estimate of the situation.

8-23. The commander plans direct fires in conjunction with development of his estimate of the situation and completion of the plan. Determining where and how the SBCT rifle company can and will mass fires are essential steps as the commander develops his concept of the operation.

8-24. After identifying probable enemy locations, the commander determines points or areas where he can concentrate combat power. His visualization of where and how the enemy will attack or defend assists him in determining the volume of fires he focuses at particular points to have a decisive effect. If he intends to mass the fires of more than one subordinate element, the commander establishes the means for distributing fires effectively.

8-25. Based on where and how they want to concentrate and distribute fires, the commander and subordinate leaders can then establish the weapons-ready postures for SBCT Infantry rifle company elements and triggers for initiating fires. The commander evaluates the risk of fratricide and friendly fire

and establishes controls to prevent it; these measures include the designation of recognition markings, WCS, and weapons safety posture.

8-26. After determining where and how they will mass and distribute fires, the commander and subordinate leaders then orient elements so they can rapidly and accurately acquire the enemy. They can war-game the selected COA or concept of the operation to determine probable requirements for refocusing and redistributing fires and to establish other required controls. During mission preparation, the commander plans and conducts rehearsals of direct fires (and of the fire control process) based on his estimate of the situation.

8-27. The commander and his subordinate leaders continue to apply planning procedures and considerations throughout execution. They adjust direct fires based on a continuously updated estimate of the situation, combining SA with the latest available intelligence. When necessary, they apply effective direct fire SOPs, which are covered in the following discussion.

STANDARD OPERATING PROCEDURES

8-28. A well-rehearsed direct fire SOP ensures quick, predictable actions by all members of the SBCT Infantry rifle company. The commander bases the various elements of the SOP on the capabilities of his force and on anticipated conditions and situations. SOP elements should include standard means for focusing fires, distributing their effects, orienting forces, and preventing fratricide and friendly fire. The commander should adjust the direct fire SOP whenever changes to anticipated and actual METT-TC factors become apparent.

8-29. If the commander does not issue any other instructions, the SBCT Infantry rifle company begins the engagement using the SOP. The commander can subsequently use a fire command to direct or redistribute fires. The following paragraphs discuss specific SOP provisions for focusing fires, distributing fires, orienting forces, and preventing fratricide and friendly fire.

FOCUSING FIRES

8-30. TRPs are a common means of focusing fires. One technique is to establish a standard respective position for TRPs in relation to friendly elements and then to consistently number the TRPs, such as from left to right. This allows leaders to quickly determine and communicate the location of the TRPs.

DISTRIBUTING FIRES

8-31. Two useful means of distributing the SBCT Infantry rifle company's fires are engagement priorities and target array. One technique is to assign an engagement priority, by type of enemy vehicle or weapon, for each type of friendly weapons system. The target array technique can assist in distribution by assigning specific friendly elements to engage enemy elements of similar capabilities.

ORIENTING FORCES

8-32. A standard means of orienting friendly forces is to assign a primary direction of fire, using a TRP, to orient each element on a probable enemy position or likely avenue of approach. To provide all-around security, the SOP can supplement the primary direction of fire with sectors of fire using a friendly-based quadrant. The following example SOP elements illustrate the use of these techniques:

- The center (front) platoon's primary direction of fire is TRP 2 (center) until otherwise specified; the platoon is responsible for the front two quadrants.
- The left flank platoon's primary direction of fire is TRP 1 (left) until otherwise specified; the platoon is responsible for the left two friendly quadrants (overlapping with the center platoon).
- The right flank platoon's primary direction of fire is TRP 3 (right) until otherwise specified; the platoon is responsible for the right two friendly quadrants (overlapping with the center platoon).

AVOIDING FRATRICIDE AND FRIENDLY FIRE

8-33. A primary means of minimizing fratricide and friendly fire risk is to establish a standard WCS of WEAPONS TIGHT, which requires positive enemy identification before engagement. The SOP dictates ways of identifying friendly rifle squads and other dismounted elements. Techniques include using arm

bands, medical heat pads, or an IR light source or detonating a smoke grenade of a designated color at the appropriate time. Minimizing the risk of fratricide and friendly fire in the SBCT Infantry rifle company can be accomplished through BFT/JCR (if equipped); however, this does not remove the SBCT Infantry rifle company commander's responsibility to plan for fratricide and friendly fire avoidance.

8-34. Finally, the SOP addresses the most critical requirement of fratricide and friendly fire prevention—maintaining SA. It directs subordinate leaders to inform the commander, adjacent elements, and subordinates whenever a friendly force is moving or preparing to move.

SECTION III – DIRECT FIRE CONTROL

8-35. The small unit commander communicates to his subordinates the manner, method, and time to initiate, shift, and mass fires, and when to disengage by using direct fire control measures. The commander should control his unit's fires so he can direct the engagement of enemy systems to gain the greatest effect. The commander uses IPB and reconnaissance to determine the most advantageous way to use direct fire control measures to mass the effects on the enemy and reduce fratricide and friendly fire from direct fire systems. (Refer to ATP 2-01.3 for more information.)

FIRE CONTROL MEASURES

8-36. Fire control measures are the means by which the commander or subordinate leaders control fires. Application of these concepts, procedures, and techniques assists the unit in acquiring the enemy, focusing fires on him, distributing the effects of the fires, and preventing fratricide and friendly fire. At the same time, no single measure is sufficient to effectively control fires. At the SBCT Infantry rifle company level, fire control measures are effective only if the entire unit has a common understanding of what they mean and how to employ them. The following focuses on the various fire control measures employed by the SBCT Infantry rifle company. Table 8-1 lists the control measures; it is organized by whether they are terrain-based or threat-based. (Refer to FM 3-90-1 for more information.)

Table 8-1. Common fire control measures

TERRAIN-BASED FIRE CONTROL MEASURES	THREAT-BASED FIRE CONTROL MEASURES
Target reference point (TRP)	Rules of engagement (ROE)
Engagement area (EA)	Weapons ready posture
Sector of fire	Weapons safety posture
Direction of fire	Weapons control status (WCS)
Terrain-based quadrant	Engagement priorities
Friendly-based quadrant	Trigger
Maximum engagement line (MEL); Restrictive fire line (RFL); Final protective line (FPL)	Engagement techniques; Fire patterns; Target array

TERRAIN-BASED FIRE CONTROL MEASURES

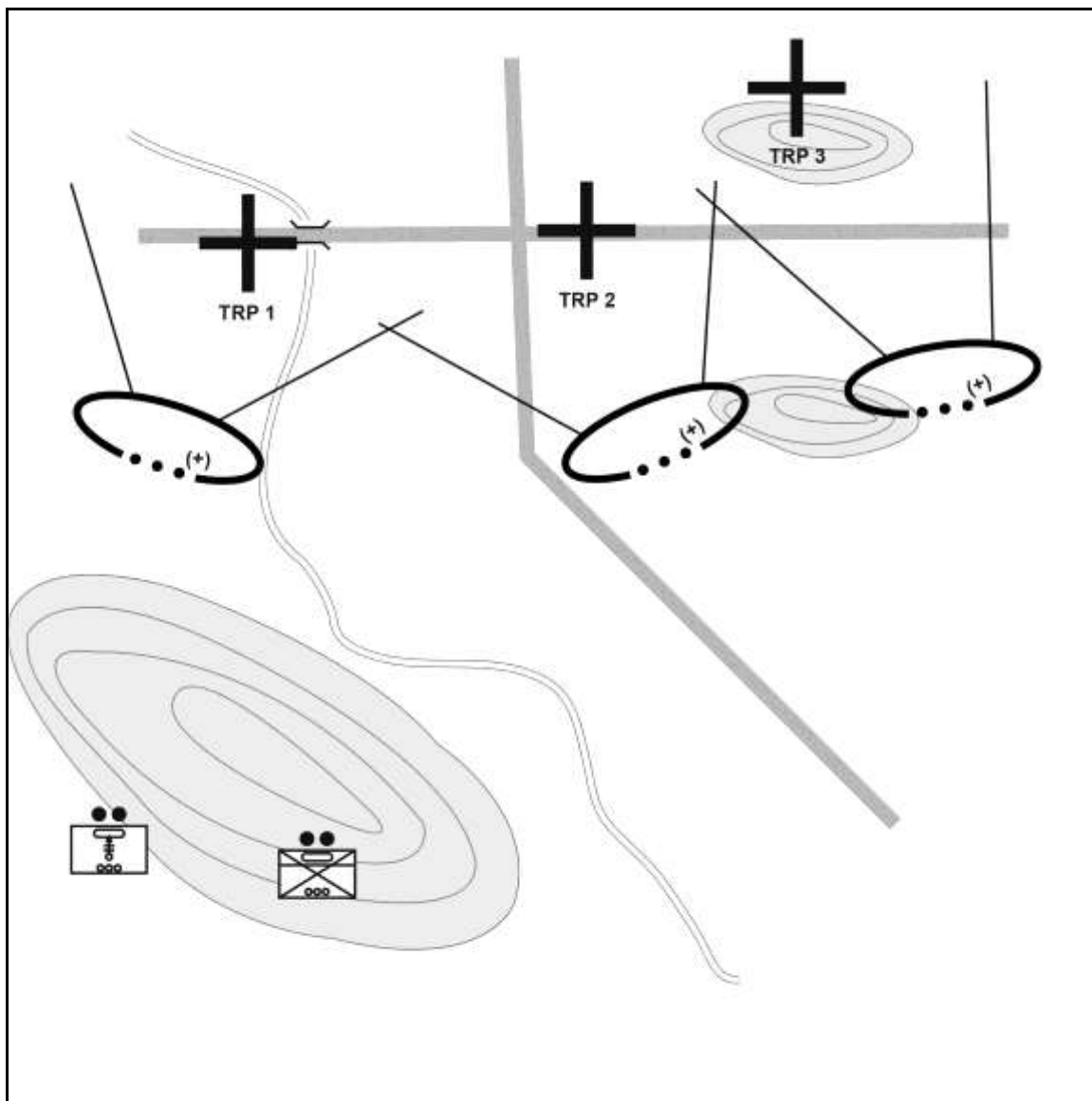
8-37. The SBCT Infantry rifle company commander uses terrain-based fire control measures to direct and control fires on a particular point, line, or area rather than on a specific enemy element. The following paragraphs describe the TTPs associated with this type of control measure.

Target Reference Point

8-38. A TRP is a recognizable point on the ground that leaders use to orient friendly forces, and to concentrate and control direct fires. When leaders designate TRPs as indirect fire targets, they can use the TRPs when calling for and adjusting indirect fires. Leaders designate TRPs at probable enemy locations and along likely avenues of approach. These points can be natural or man-made. A TRP can be an established site (such as a hill or a building), or an impromptu feature designated as a TRP on the spot (such as a burning enemy vehicle or smoke generated by an artillery round). Friendly units can construct markers to serve as TRPs (see figure 8-4 on page 8-9). Ideally, TRPs should be visible in three observation

modes (unaided, passive-IR, and thermal) so that all forces can see them. Examples of TRPs include the following features and objects:

- Prominent hill mass.
- Distinctive building.
- Observable enemy position.
- Destroyed vehicle.
- Ground-burst illumination.
- Smoke round for immediate engagements only; this is the least preferred method.



Legend: TRP = target reference point

Figure 8-4. Examples of constructed TRP markers

Engagement Area

8-39. This fire control measure is an area along an enemy avenue of approach where the commander intends to mass the fires of available weapons to destroy an enemy force. The size and shape of the EA are determined by the degree of relatively unobstructed intervisibility available to the unit's weapons systems in their firing positions and by the maximum range of those weapons. Typically, commanders delineate responsibility within the EA by assigning each platoon a sector of fire or direction of fire.

Sector of Fire

8-40. A sector of fire is a defined area that must be covered by direct fire. Leaders assign sectors of fire to subordinate elements, crew-served weapons, and individual Soldiers to ensure coverage of an area of responsibility. They may limit the sector of fire of an element or weapon to prevent accidental engagement of an adjacent unit. In assigning sectors of fire, commanders and subordinate leaders consider the number and types of weapons available. They consider acquisition system type and field of view in determining the width of a sector of fire. For example, while unaided vision has a wide field of view, its ability to detect and identify targets at range and in limited visibility conditions is restricted. Conversely, most fire control acquisitions systems have greater detection and identification ranges than the unaided eye, but their field of view is narrow. The means of designating sectors of fire include the following:

- Target reference points.
- Clock direction.
- Terrain-based quadrants.
- Friendly-based quadrants.
- Azimuth or cardinal direction.

Direction of Fire

8-41. A direction of fire is an orientation or point used to assign responsibility for a particular location in the AO that needs to be covered by direct fire. Leaders designate directions of fire for the purpose of acquisition or engagement by subordinate elements, crew-served weapons, or individual Soldiers. Direction of fire is most commonly employed when assigning sectors of fire would be difficult or impossible because of limited time or insufficient reference points. Means of designating a direction of fire include the following:

- Closest TRP.
- Clock direction.
- Azimuth or cardinal direction.
- Tracer on target.
- Infrared laser pointer.

QUADRANTS

8-42. Quadrants are subdivisions of an area created by superimposing an imaginary pair of perpendicular axes over the terrain to create four separate areas of fire. Quadrants can be based on the terrain, on friendly forces, or on the enemy formation.

Note. The technique in which quadrants are based on the enemy formation is usually referred to as the target array; it is covered in the discussion of threat-based fire control measures.

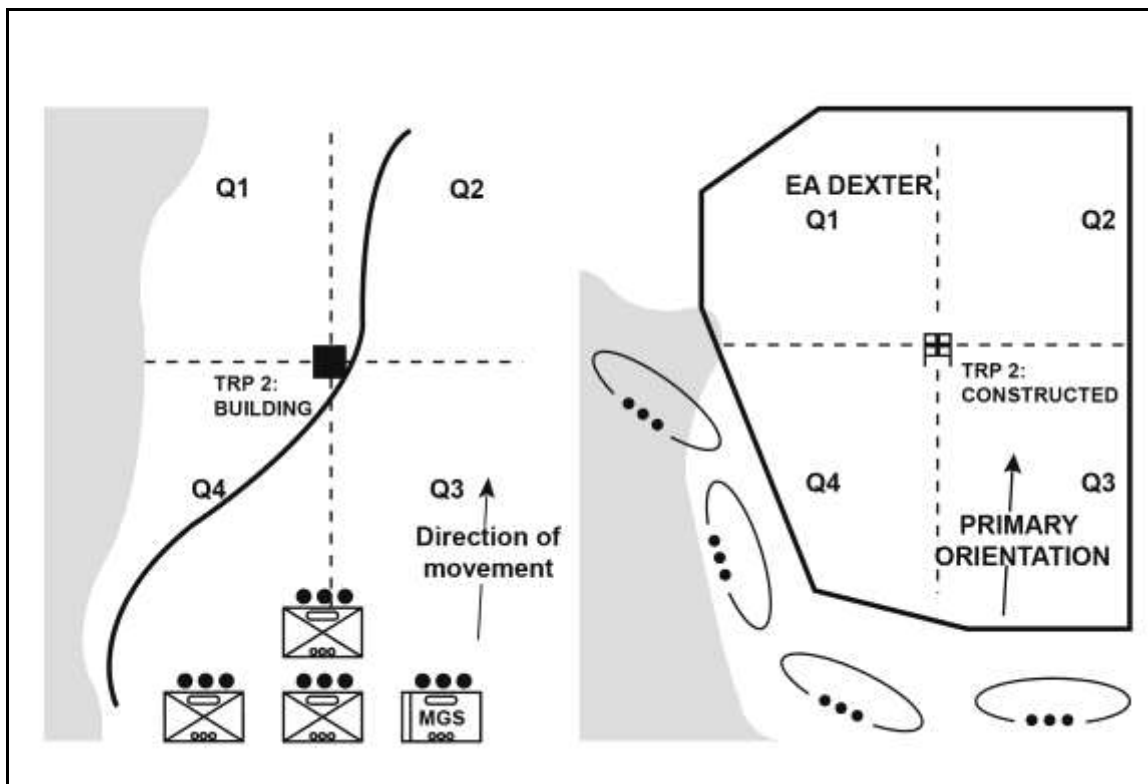
8-43. The method of quadrant numbering is established in the unit SOP. However, take care to avoid confusion when quadrants based on terrain, friendly forces, and the enemy formations are used simultaneously.

Terrain-Based Quadrant

8-44. A terrain-based quadrant entails use of a constructed TRP to designate the center point of the axes that divide the area into four quadrants. This technique can be employed in both offensive and defensive tasks. In the offense, the commander designates the center of the quadrant using a feature or by creating a reference point (for example, using a ground-burst illumination round, a smoke-marking round, or a fire

ignited by incendiary or tracer rounds). The axes delineating the quadrants run parallel and perpendicular to the direction of movement. In the defense, the commander designates the center of the quadrant using a constructed TRP.

8-45. In the examples shown in figure 8-5, quadrants are marked using the letter “Q” and a number (Q1 to Q4); quadrant numbers are in the same relative positions as on military map sheets (from Q1 as the upper left-hand quadrant clockwise to Q4 as the lower left-hand quadrant).



Legend: EA = engagement area, MGS = mobile gun system, Q = quadrant, TRP = target reference point

Figure 8-5. Examples of terrain-based quadrants

Friendly-Based Quadrant

8-46. The friendly-based quadrant technique entails superimposing quadrants over the unit’s formation. The center point is based on the center of the formation, and the axes run parallel and perpendicular to the general direction of travel. For rapid orientation, the friendly quadrant technique may be better than the clock direction method. This is because the target may look different as seen from different locations. Figure 8-6 illustrates use of friendly-based quadrants.

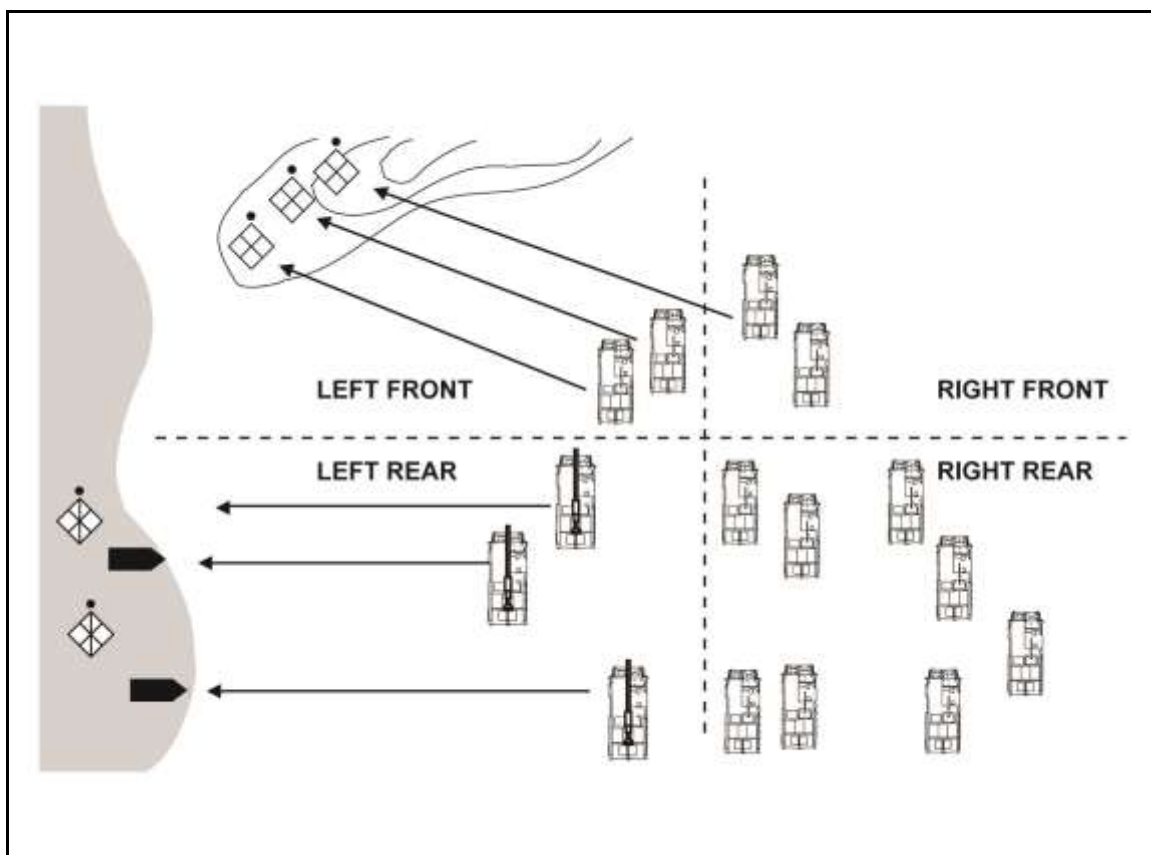


Figure 8-6. Example of friendly-based quadrants

MAXIMUM ENGAGEMENT LINE

8-47. A MEL is the linear depiction of the farthest limit of effective fire for a weapon or unit. This line is determined by either the weapon's or unit's maximum effective range and by the effects of terrain. (For example, slope, vegetation, structures, and other features provide cover and concealment that may prevent the weapon from engaging to the maximum effective range.) An MEL serves several purposes. The commander can use it to prevent crews from engaging beyond the maximum effective range, to define criteria for the establishment of triggers, and to delineate the maximum extent of area of operations on the sector sketch.

RESTRICTIVE FIRE LINE

8-48. A RFL is a linear fire control measure beyond which engagement is prohibited without coordination. In the offense, the commander can designate an RFL to prevent a base of fire element from firing into the area where an assaulting element is maneuvering. This technique is particularly important when armored vehicles support the maneuver of Infantry squads. In the defense, the commander may establish an RFL to prevent the unit from engaging a friendly rifle squad positioned in restricted terrain on the flank of an avenue of approach.

FINAL PROTECTIVE LINE

8-49. The final protective line (FPL) is a line of fire established where an enemy assault is to be checked by the interlocking fires of all available weapons. The unit reinforces this line with protective obstacles and with FPF whenever possible. Initiation of the FPF is the signal for elements, crews, and individual Soldiers to shift fires to their assigned portion of the FPL. They spare no ammunition in repelling the enemy assault, a particular concern for machine guns and other automatic weapons.

THREAT-BASED FIRE CONTROL MEASURES

8-50. The SBCT Infantry rifle company commander uses threat-based fire control measures to concentrate and control fires by directing the unit to engage a specific enemy element rather than to fire on a point or area. The following paragraphs describe the TTP associated with this type of control measure.

RULES OF ENGAGEMENT

8-51. ROE specify the circumstances and limitations under which forces may engage. They include definitions of combatant and noncombatant elements and prescribe the treatment of noncombatants. Factors influencing ROE are national command policy, the mission and commander's intent, the OE, and the law of war. ROE always recognize a Soldier's right of self-defense; at the same time, they clearly define circumstances in which he may fire.

8-52. For an example of company level ROE, during a cordon and search mission, the command may establish a WCS of WEAPONS TIGHT for the main gun. The commander could do this because higher command directives explicitly restrict the use of the main gun as an explosive breach technique.

WEAPONS-READY POSTURE

8-53. Weapons-ready posture is the selected ammunition and indexed range for vehicle, individual, and crew-served weapons. It is a means by which leaders use their estimate of the situation to specify the ammunition and range for the most probable anticipated engagement. Ammunition selection depends on the target type, but the leader may adjust it based on engagement priorities, desired effects, and effective range. Range selection depends on the anticipated engagement range; it is affected by terrain intervisibility, weather, and light conditions. Within the SBCT Infantry rifle company, weapons-ready posture affects the types and quantities of ammunition loaded in ready boxes, stowed in ready racks, and carried by rifle squads. The following considerations apply:

- Examples of weapons-ready posture—
 - An M203 grenadier, whose most likely engagement, is to cover dead space at 200 meters from his position, might load high-explosive dual-purpose (HEDP) ammunition, and set 200 meters on his quadrant sight.
 - A Soldier might dismount with an AT-4 instead of a Javelin to prepare for an engagement in a wooded area where engagement ranges are extremely short.
 - An MGS vehicle might battle carry high-explosive plastic (HEP) round if operating in an urban environment.

WEAPONS-SAFETY POSTURE

8-54. Weapons-safety posture is an ammunition handling instruction that enables the commander to control the safety of his unit's weapons precisely. Leaders' supervision of the weapons-safety posture, and Soldiers' adherence to it, minimizes the risk of accidental discharge and fratricide and friendly fire. Table 8-2 outlines procedures and considerations for the SBCT Infantry rifle company when using the four weapons safety postures, listed in ascending order of restrictiveness:

- AMMUNITION LOADED.
- AMMUNITION LOCKED.
- AMMUNITION PREPARED.
- WEAPONS CLEARED.

8-55. When setting and adjusting the weapons-safety posture, the commander weighs the desire to prevent accidental discharges against the requirement for immediate action based on the enemy threat. If the threat of direct contact is high, for example, the commander could establish the weapons safety posture as AMMUNITION LOADED. If the requirement for action is less immediate, he might lower the posture to AMMUNITION LOCKED or AMMUNITION PREPARED. The commander can designate different weapons safety postures for different elements of the unit.

Table 8-2. Weapons safety posture levels

WEAPONS SAFETY POSTURE	VEHICLE	INFANTRY SQUAD WEAPONS AND AMMUNITION
AMMUNITION LOADED	50. cal machine gun ammunition on feed tray. (ICV)	Rifle rounds chambered. Machine gun and SAW ammunition on feed tray; bolt locked to rear. Grenade launcher loaded. Weapons on manual safe.
AMMUNITION LOCKED	50. cal machine gun ammunition on feed tray; bolt locked forward. (ICV)	Magazines locked into rifles. Machine gun and SAW ammunition on feed tray; bolt locked forward. Grenade launcher unloaded.
AMMUNITION PREPARED	50. cal machine gun ammunition boxes filled. (ICV)	Magazines, ammunition boxes, launcher grenades, and hand grenades prepared but stowed in pouches/vests.
WEAPONS CLEARED	50. cal machine gun cleared with bolt locked to the rear. (ICV)	Magazine, ammunition boxes, and launcher grenades removed; weapons cleared.

WEAPONS CONTROL STATUS

8-56. The three levels of WCS outline the conditions, based on target identification criteria, under which friendly elements can engage. The commander sets and adjusts the WCS based on friendly and enemy disposition, and the clarity of the situation. In general, the higher the probability of fratricide and friendly fire, the more restrictive the WCS. The three levels, in descending order of restrictiveness, are as follows:

- WEAPONS HOLD. Engage only if engaged or ordered to engage.
- WEAPONS TIGHT. Engage only targets that are positively identified as enemy.
- WEAPONS FREE. Engage any targets that are not positively identified as friendly.

8-57. As an example, the commander may establish the weapons control status as WEAPONS HOLD when friendly forces are conducting a passage of lines. By maintaining situational understanding of his own elements and adjacent friendly forces, however, he may lower the WCS. In such a case, the commander may set a WEAPONS FREE status when he knows there are no friendly elements near the engagement. This permits his elements to engage targets at extended ranges even though it is difficult to distinguish targets accurately at ranges beyond 2000 meters under combat conditions. Another consideration is that the WCS is extremely important for forces using combat identification systems. Establishing the WCS as WEAPONS FREE permits leaders to engage an unknown target when they fail to get a friendly response.

ENGAGEMENT PRIORITIES

8-58. Engagement priorities provide platoon and company level direct/indirect fire distribution examples that combine engagement priorities (targeting by composition) and fire patterns/target arrays (targeting by disposition). This can serve one or more of the following critical fire control functions:

8-59. Prioritize HPTs. In concert with his concept of the operation, the commander determines which target types provide the greatest payoff. He can then set these as a unit engagement priority. (For example, he may decide that destroying enemy engineer assets is the best way to prevent the enemy from breaching an obstacle.)

8-60. Employ the best weapons for the target. Establishing engagement priorities for specific friendly systems increases the effectiveness with which the unit employs its weapons. As an example, the engagement priority for the Javelin could be enemy tanks first, then enemy personnel carriers. This would decrease the chance that the company's lighter systems will engage enemy armored vehicles.

8-61. Distribute the unit's fires. Establishing different priorities for similar friendly systems helps to prevent overkill and achieve effective distribution of fires. (For example, the commander may designate the enemy's tanks as the initial priority for the MGS platoon, while making the enemy's personnel carriers the priority for another platoon.) This would decrease the chances of units engaging against two enemy tanks, while ignoring the dangers posed by the personnel carriers.

TRIGGER

8-62. A trigger is a specific set of conditions that dictates initiation of fires. Often referred to as engagement criteria, a trigger specifies the circumstances in which subordinate elements should engage. The circumstances can be based on a friendly or enemy event. (For example, the trigger for a friendly platoon to initiate engagement could be three or more enemy combat vehicles passing or crossing a given point or line.) This line can be any natural or man-made linear feature (such as a road, ridge line, or stream). It may be a line perpendicular to the unit's orientation, delineated by one or more reference points.

ENGAGEMENT TECHNIQUES

8-63. Engagement techniques are effects-oriented fire distribution measures. The following engagement techniques, the most common in SBCT Infantry rifle company operations, are covered in this discussion:

- Point fire.
- Area fire.
- Simultaneous.
- Alternating fire.
- Observed fire.
- Sequential fire.
- Time of suppression.
- Reconnaissance by fire.

Point Fire

8-64. Point fire entails concentrating the effects of a unit's fire against a specific, identified target such as a vehicle, machine gun bunker, or ATGM position. When leaders direct point fire, all of the unit's weapons engage the target, firing until it is destroyed or the required time of suppression has expired. Employing converging fires from dispersed positions makes point fire more effective because the target is engaged from multiple directions. The unit may initiate an engagement using point fire against the most dangerous threat, and then revert to area fire against other, less threatening point targets.

Note. Use of point fire is fairly rare because a unit seldom encounters a single, clearly identified enemy weapon.

Area Fire

8-65. Area fire involves distributing the effects of a unit's fire over an area in which enemy positions are numerous or are not obvious. If the area is large, leaders assign sectors of fire to subordinate elements using a terrain-based distribution method such as the quadrant technique. Typically, the primary purpose of the area fire is suppression; however, sustaining effective suppression requires judicious control of the rate of fire.

Simultaneous Fire

8-66. Units employ simultaneous fire to rapidly mass the effects of their fires or to gain fire superiority. (For example, a unit may initiate an SBF with simultaneous fire, and then revert to alternating or sequential fire to maintain suppression.) Simultaneous fire is employed to negate the low probability of the hit and kill of certain antiarmor weapons. As an example, a rifle squad may employ simultaneous fire with its Javelins to ensure rapid destruction of an enemy armored fighting vehicle that is engaging a friendly position.

Alternating Fire

8-67. In alternating fire, pairs of elements continuously engage the same point or area target one at a time. (For example, a SBCT Infantry rifle company may alternate fires of two platoons, an infantry platoon may alternate the fires of its squads, or an Infantry platoon may alternate the fires of a pair of machine guns.) Alternating fire permits the unit to maintain suppression for a longer duration than does volley fire; it also forces the enemy to acquire and engage alternating points of fire.

Observed Fire

8-68. Observed fire is usually used when the SBCT Infantry rifle company is in protected defensive positions with engagement ranges in excess of 2500 meters. It can be employed between elements of the company (such as the Infantry platoon lasing and observing while the machine gun section fires) or between machine guns in the section of a platoon. The commander or platoon leader directs one element or section to engage. The remaining elements or sections observe fires and prepare to engage on order in case the engaging element consistently misses its targets, experiences a malfunction, or runs low on ammunition. Observed fire allows for mutual observation and assistance while protecting the location of the observing elements.

Sequential Fire

8-69. Sequential fire entails the subordinate elements of a unit engaging the same point or area target one after another in an arranged sequence. Sequential fire can help to prevent the waste of ammunition, as when an Infantry rifle platoon waits to see the effects of the first Javelin before firing another. Sequential fire permits elements that have already fired to pass on intelligence they have learned from the engagement. An example would be an Infantryman who missed an enemy armored fighting vehicle with Javelin fires, passing range and lead information to the next Soldier preparing to engage the enemy armored fighting vehicle.

Time of Suppression

8-70. Time of suppression is the period, specified by the commander, during which an enemy position or force must be suppressed. Suppression time is typically dependent on the time it will take a supported element to maneuver. Usually, a unit suppresses an enemy position using the sustained rate of fire of its automatic weapons. In planning for sustained suppression, leaders needs to consider several factors: the estimated time of suppression, the size of the area being suppressed, the type of enemy force to be suppressed, range to the target, rates of fire, and available ammunition quantities.

Reconnaissance by Fire

8-71. Reconnaissance by fire is the process of engaging possible enemy locations to elicit a tactical response (such as return fire or movement). This response permits the commander and subordinate leaders to acquire the target and then to mass fires against the enemy element. Typically, the commander directs a subordinate element to conduct the reconnaissance by fire. (For example, he may direct an overwatching platoon to conduct the reconnaissance by fire against a probable enemy position before initiating movement by a bounding element.)

FIRE PATTERNS

8-72. Fire patterns are a threat-based measure designed to distribute the fires of a unit simultaneously between multiple, similar targets. Platoons use those most often to distribute fires across an enemy formation. Leaders designate and adjust fire patterns based on terrain and the anticipated enemy formation. The basic fire patterns, illustrated in figure 8-7 on page 8-17, are—

- Frontal.
- Cross.
- Depth.

Frontal Fire

8-73. Leaders may initiate frontal fire when targets are arrayed in front of the unit in a lateral configuration. Weapons systems engage targets to their respective fronts. (For example, the left flank

weapon engages the left-most target; the right flank weapon engages the right-most target.) As weapons systems destroy targets, weapons shift fires toward the center of the enemy formation from near too far.

Cross Fire

8-74. Leaders initiate cross fire when targets are arrayed laterally across the unit's front in a manner that permits diagonal fires at the enemy's flank, or when obstructions prevent unit weapons from firing frontally. Right flank weapons engage the left-most targets; left flank weapons engage the right-most targets. Firing diagonally across an engagement area provides more flank shots, thus increasing the chance of kills. It reduces the possibility of the enemy detecting friendly elements should the enemy continue to move forward. As friendly elements destroy targets, weapons shift fires toward the center of the enemy formation.

Depth Fire

8-75. Leaders initiate depth fire when enemy targets disperse in depth, perpendicular to the unit. Center weapons engage the closest targets; flank weapons engage deeper targets. As the unit destroys targets, weapons shift fires toward the center of the enemy formation.

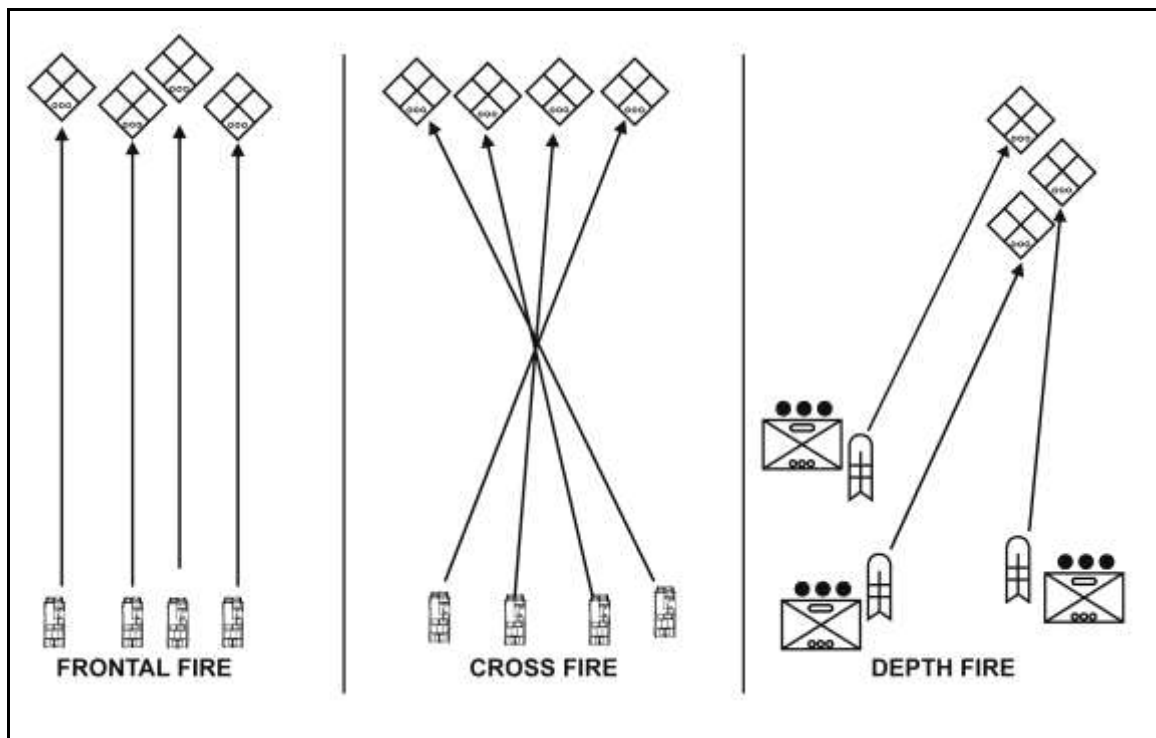
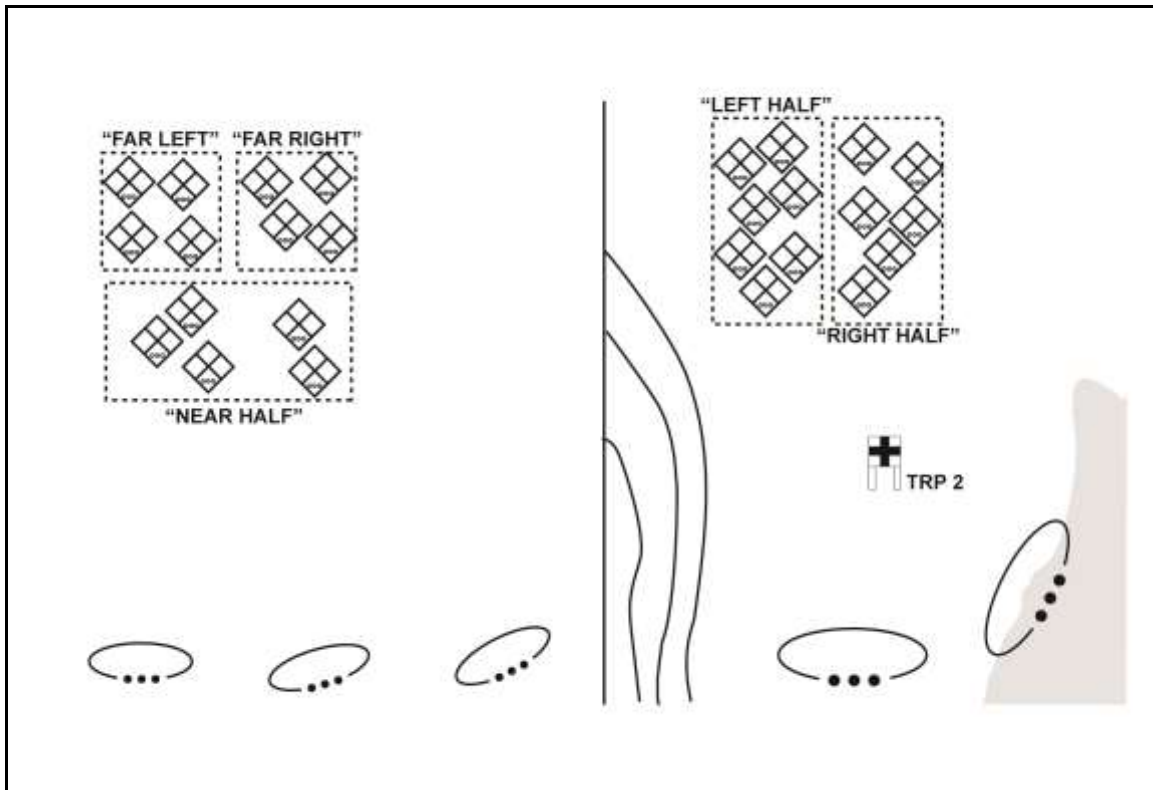


Figure 8-7. Examples of fire patterns

Target Array

8-76. Target array enables the commander to distribute fires when the enemy force is concentrated and terrain-based controls are inadequate. Forces create this threat-based distribution measure by superimposing a quadrant pattern on the enemy formation. Soldiers center the pattern on the enemy formation, with the axes running parallel and perpendicular to the enemy's direction of travel. The target array fire control measure is effective against an enemy with a well-structured organization and standardized doctrine. However, it may prove less effective against an enemy that presents few organized formations, or does not follow strict prescribed tactics. Leaders describe quadrants' relative locations. The examples in figure 8-8 illustrate the target array technique.



Legend: TRP = target reference point

Figure 8-8. Examples of target array

FIRE COMMANDS

8-77. Fire commands are oral orders issued by leaders to direct and distribute fires when necessary to achieve decisive effects against the enemy. They allow leaders to rapidly and concisely articulate their firing instructions using a standard format. Unit fire commands (refer to ATP 3-21.9 for more information on fire commands) include these elements, which are discussed below:

- Alert.
- Weapon or ammunition (optional).
- Target description.
- Orientation.
- Range (optional).
- Control (optional).
- Execution.

Appendix A

Breaching Using MGS

The Stryker Infantry rifle company has the capability to breach structures using the MGS. This technique requires the Infantry and MGS working in direct coordination with one another to accomplish their common goal. This procedure is dangerous and risk mitigation factors must be implemented to execute successfully. When executed correctly the Infantry have a significant advantage when they enter and clear a structure because of the shock of the impacting round created at the breach point and inside the structure from the MGS.

SECTION I – PLAN

A-1. Commanders quickly decide if conducting the breach using MGS is the best technique for the situation. The factors of METT-TC and ROE will assist the commander in this decision. Commanders weigh the distance of the Infantry element to the breach point in their planning. If the Infantry cannot quickly assault the breach point, the enemy may have an opportunity to reinforce or recover from the blast.

A-2. Many factors make this technique potentially dangerous and each need to be addressed and mitigated. Planning for a breach in an urban environment using the MGS has many planning considerations including—

- Infantry placement.
- Target breach point.
- Structure/wall construction type.
- Munition selection and arming distance.
- Blast effect radius.

A-3. Risk mitigation of the Infantry element is critical and should include mitigating the effects of the environment such as—

- Blast effects and radius of debris.
- Hearing protection.
- Personnel protective posture.
- The distance to place infantry from the breach point.
- Surface danger zones (SDZs) of the MGS.

A-4. MGS vehicle commanders coordinate directly with the Infantry squad/platoon to determine the breach point. Infantry elements need to have a means to mark the breach point. This could include the following:

- Laser pointer.
- Smoke.
- Chalk (if site exterior is secure).
- 40-mm target practice tracer (TPT) round.
- Mark with tracer (least preferred as it indicates Infantry positions).

A-5. Wall and structure considerations include all the different types of material used in construction and may include concrete, reinforced concrete with rebar, mud, brick, and cinder blocks, stone, wood, and so forth. The composition and thickness of the structure will be an indicator for the type of munitions used and the number of rounds needed to create the breach point. For a reinforced concrete rebar wall the most likely round to use would be HEP as opposed to a wooden structure where one canister round may be preferred.

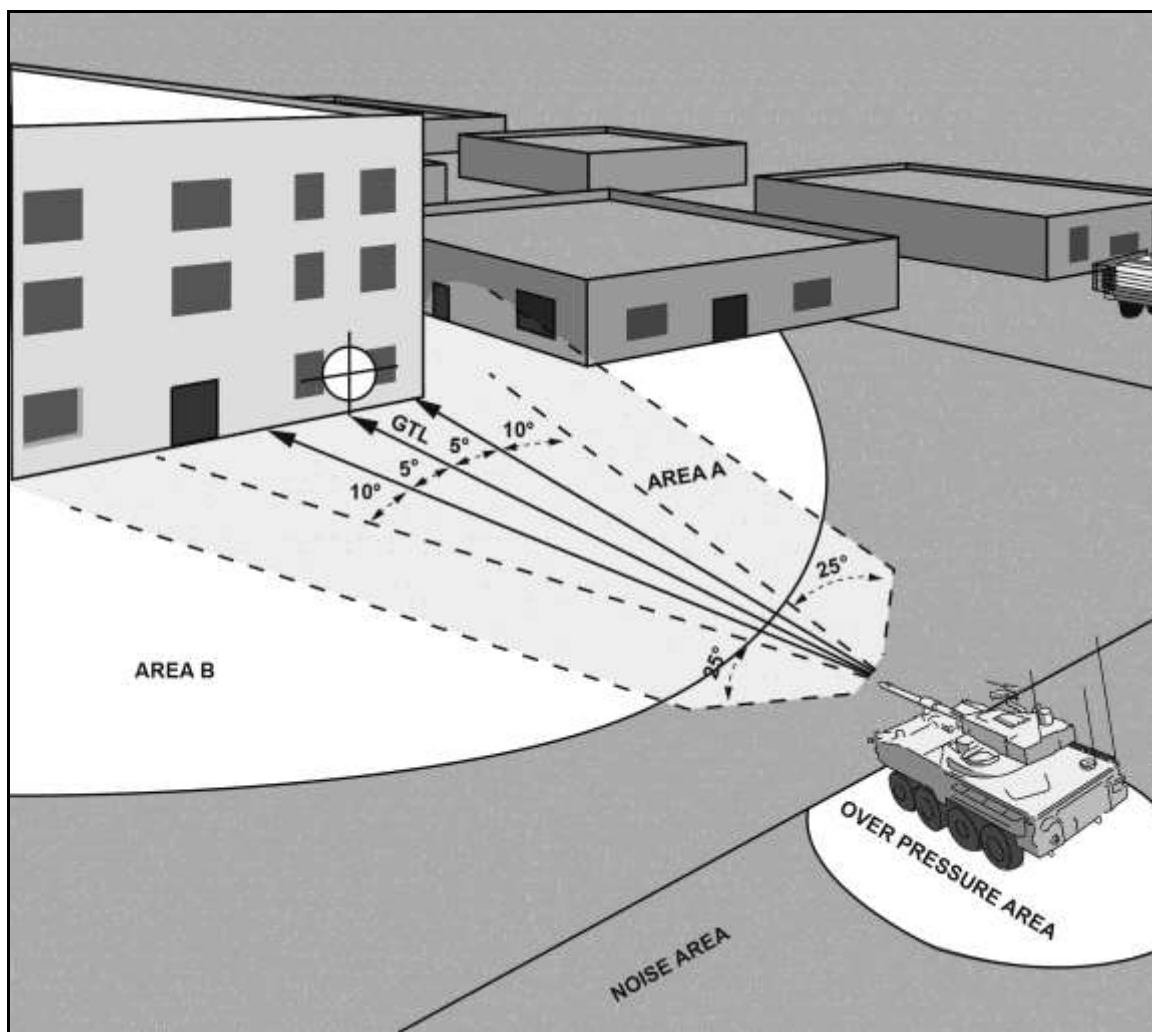
Consideration of the structure that the wall supports and the support structures within the building need to be taken into account. The round may not stop at the point of impact but may proceed into the structure. Calculating where the support structures are for the engagement will allow the person marking the target and the gunner to engage. To collapse the structure the gunner will target its support. To create a breach point the gunner would avoid damaging the support.

A-6. Munitions selection may include the following rounds; high-explosive plastic tracer (HEP-T), high-explosive antitank tracer (HEAT-T), and canister. Each has capabilities suited for engaging different types of structures. Arming distances of these munitions is a major consideration. See table A-1 for the arming distances for each type of round:

Table A-1. Munition selection

<i>Round</i>	<i>Arming Distance</i>	<i>Max Effective Range</i>	<i>Optimal Target</i>	<i>Blast effects at point of impact 0 obliquity</i>	<i>Max angle of obliquity to structure</i>
M393A3 HEP-T	11 to 33 meters	3000m	Wall Breach (Reinforced Concrete, Mud/ Adobe wall), Field Fortifications, Bunker Defeat.	300 m radius for debris (under testing)	80
M456A2 HEAT-T	2 to 5 meters	3000m	Secondary Armor Defeat, Field Fortifications, Light Armor Vehicles, Bunker Defeat	300 m radius for debris (under testing)	60
M1040 CAN	Muzzle. *Max range NTE 300 meters. Optimum range <=100m.	Structures 250m. Troops 550m.	Wood, Troops behind cinder blocks. C-wire, and technical vehicle barrier.	Circumference expands exponentially from muzzle. By 300m, spread has expanded to approximately 60m.	Not recommended for use on structures. It can have a significant impact on a concrete wall, but round of choice should be HEP.
<p>Legend: CAN = canister HEP = high explosive plastic HEP-T = high explosive plastic tracer max = maximum m = meter NTE = not to exceed</p>					

A-7. Blast effect radius needs to be included in planning considerations. Secondary effects of munitions round casing discard, noise, blast radius, shrapnel of target point of impact, and collateral damage. The angle of the MGS to the breach point may extend the blast and debris field and should also be considered. Whenever possible a zero degree obliquity to the target breach point is desired. Targets cannot exceed more than 80 degree obliquity to the target. (See figure A-1 on page A-3.)



Legend: 5° = variation of aim, 10° = ricochet of round, 25° = explosion of round along gun target line out 300M, Area B = explosion at impact point 300M, GTL = gun target line, M = meter

Figure A-1. Safety zones

SECTION II – PREPARE

A-8. Preparing involves setting conditions to engage, emplacement of troops, marking the target, and communication between breach element and MGS. It covers the suppress, obscure, and secure steps of SOSRA.

SUPPRESS

A-9. To prepare for the breach the Stryker Infantry or another MGS vehicle must suppress the enemy forces long enough to allow the breach team to mark the target. The MGS can be used to suppress the enemy during this process but risks loss of coordination with the breach team; which may cause the breach team having to remark the breach point, or the suppressing effort to last longer.

A-10. Marking the target includes placing the breach point on the structure with a visual marking to allow the gunner in the MGS vehicle to target a specific point. The breach team should mark the target breach point in respects to its potential collateral damage such as ensuring that the breach point is not part

of a supporting foundation of the structure, has enough distance that gunner can identify, and the round fired from the MGS has time to arm.

A-11. Communication should be maintained with Infantry elements and vehicle crewmembers, constantly. During the marking process the MGS vehicle guides the Infantry to ensure they can identify the breach point while the Infantry ensure that the point of the breach can meet the intent of the task.

OBSCURE

A-12. Obscuration with smoke grenade salvos from the Stryker vehicles or hand held grenades can assist in obscuration. This assists the breach team during the marking process. Smoke should be directed towards enemy positions and if possible placed inside the enemy structure if ROE permits. Smoke should be used in short duration and if possible not obscure the breach point when the breach team and MGS are coordinating.

SECURE

A-13. Isolating the target building ensures that criteria have been met to conduct the breach. If possible, placing the MGS in a position to limit collateral damage to adjacent buildings and noncombat personnel when executing the breach is optimal. Infantry should be placed in an area with proper protection that allows them to conduct the breach quickly but far enough away to ensure they are not compromised by either the effects of the MGS engagement or the enemy.

SECTION III – EXECUTE

A-14. Execution begins reduction step of SOSRA and ends with the assault. The Infantry elements conduct target handoff to the MGS vehicle to reduce the structure by establishing a breaching point. Before engaging, the MGS will ensure all personnel are in a safe position. When confirmation is received the MGS vehicle announces it is engaging.

REDUCE

A-15. The MGS will fire one round and then make an assessment through its sights as to whether further rounds are needed (based on wall construction type). Once the MGS has determined that the breach hole is the appropriate size they will signal the breaching team. Upon receiving the signal the breach team begins its movement from its protective position to the breach point. (See figure A-2 on page A-5.)

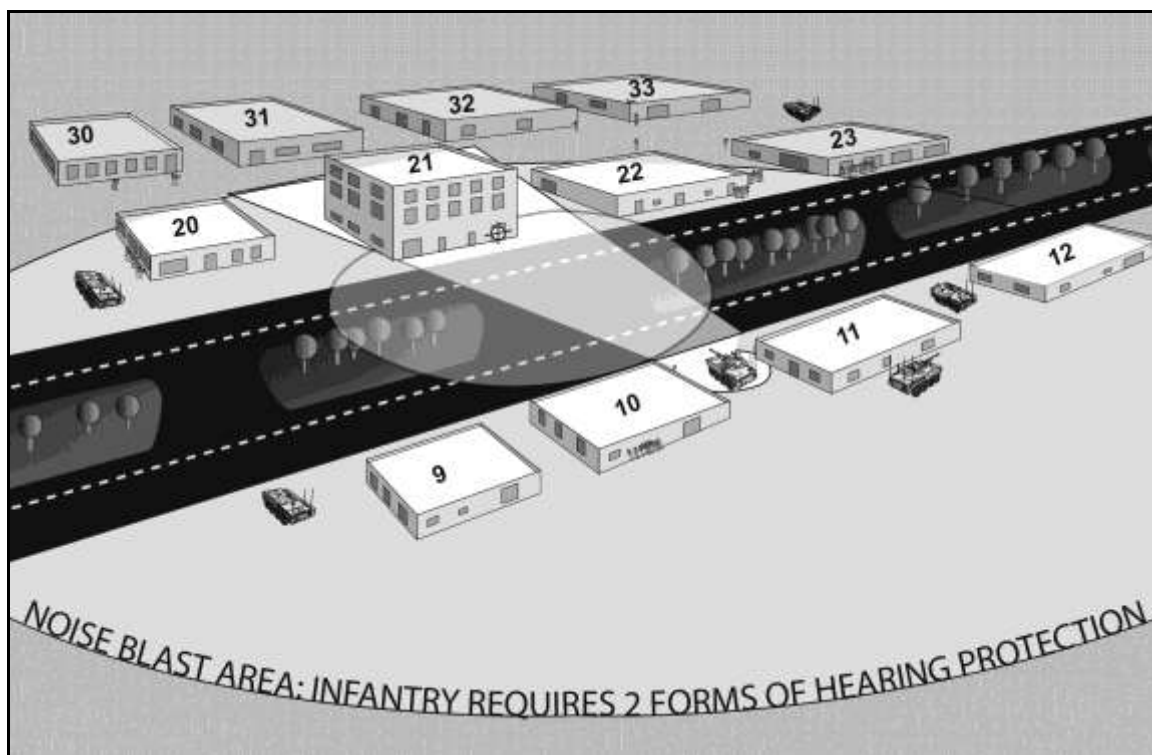


Figure A-2. MGS wall breach execution

ASSAULT

A-16. When the breaching team reaches the breach point, they will quickly assess the viability of the breach. This assessment includes: structural support stability, hole size, and need for further improvement. If the breach hole is stable and of the appropriate size the breaching team will continue the mission by entering the breach point. (See figure A-3.) The MGS will shift fires to cover the approach to the breaching point and ingress and egress as appropriate. Upon completion of clearing the structure the breaching team makes a more thorough assessment to ensure the structure is not going to collapse.

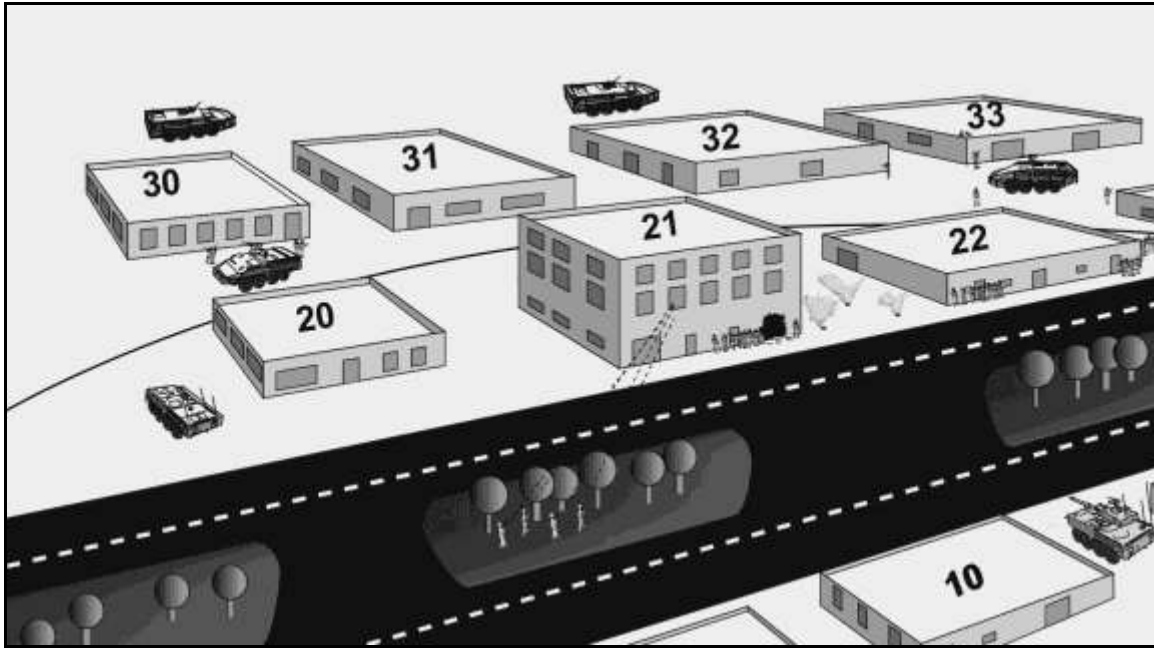


Figure A-3. Infantry enter and clear building

Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. Terms for which ATP 3-21.11 is the proponent are marked with an asterisk. The proponent manual for other terms is listed in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ISG	first sergeant
A-22 bags	aerial delivery cargo bag, NSN 1670-00-587-3421
AATF	air assault task force
AMD	air and missile defense
AO	area of operations
ATGM	antitank guided missile
BCT	brigade combat team
BHL	battle handover line
BP	battle position
BSB	brigade support battalion
CA	civil affairs
CAO	civil affairs operations
CASEVAC	casualty evacuation
CAS	close air support
CAT	civil affairs team alpha
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosive
CBRN	chemical, biological, radiological, and nuclear
CCA	close combat attack
CCP	casualty collection point
CI	counterintelligence
Class I	food, rations, and water
Class II	clothing
Class III	petroleum, oil, and lubricants
Class IV	fortification and barrier materials.
Class V	ammunition
Class VII	major end items
Class VIII	medical supplies.
CMO	civil-military operations
COA	course of action
COIST	company intelligence support team
CONOPS	concept of operations
COP	common operational picture
CP	command post
EA	engagement area
EOD	explosive ordnance disposal

EPW	enemy prisoner of war
FA	field artillery
FBCB2	Force XXI battle command—brigade and below
FEBA	forward edge of the battle area
FIST	fire support team
FM	frequency modulation
FO	forward observer
FPF	final protective fires
FPL	final protective line
FS	fire support
FSF	foreign security force
FSO	fire support officer
HEMTT	heavy expanded mobile tactical truck
HEP	high-explosive plastic
HEP-T	high-explosive plastic tracer
HN	host nation
HNSF	host-nation security forces
HPT	high-payoff target
HSS	health services support
HUMINT	human intelligence
HVT	high-value target
ICV	Infantry carrier vehicle
IED	improvised explosive device
IIA	inform and influence activities
IPB	intelligence preparation of the battlefield
IR	infrared
KIA	killed in action
LC	line of contact
LD	line of departure
LOA	limit of advance
LOGPAC	logistics package
LRP	logistics release point
LZ	landing zone
MBA	main battle area
MEL	maximum engagement lines
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MGS	mobile gun system
MICLIC	mine-clearing line charge
MISO	military information support operations
NAI	named area of interest
NCOIC	noncommissioned officer in charge

NCO	noncommissioned officer
NFA	no-fire area
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles and movement, cover and concealment
OIC	officer in charge
OE	operational environment
OPCON	operational control
OPORD	operation order
OP	observation post
OPSEC	operations security
PA	public affairs
PCI	precombat inspection
PIR	priority intelligence requirement
PLD	probable line of deployment
PSG	platoon sergeant
PZ	pickup zone
RFL	restrictive fire lines
ROE	rules of engagement
RTO	radio/telephone operator
RWS	remote weapon system
S-1	battalion or brigade personnel staff officer
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-4	battalion logistics staff officer
SA	situational awareness
SBCT	Stryker brigade combat team
SBF	support by fire
SE	site exploitation
SFA	security force assistance
SOF	special operations forces
SOP	standard operating procedure
SOSRA	suppress, obscure, secure, reduce, and assault
TLP	troop leading procedure
TNT	2, 4, 6-Trinitrotoluene (CAS Number 118-96-7; explosive)
TRP	target reference point
TTP	tactics, techniques, and procedures
UAS	unmanned aircraft system
U.S.	United States
UXO	unexploded explosive ordnance
WCS	weapons control status
XO	executive officer

SECTION II – TERMS

Adversary

A party acknowledged as potentially hostile to a friendly party and against which the use of force may be envisaged (JP 3-0).

All-source intelligence

The integration of intelligence and information from all relevant sources in order to analyze situations or conditions that impact operations (ADRP 2-0).

Area defense

A defensive task that concentrates on denying enemy forces access to designated terrain for a specific time rather than destroying the enemy outright (ADRP 3-90).

Area reconnaissance

A form of reconnaissance that focuses on obtaining detailed information about the terrain or enemy activity within a prescribed area (ADRP 3-90).

Area security

A security task conducted to protect friendly forces, installations, routes, and actions within a specific area (ADRP 3-90).

Assembly area

(Army) An area a unit occupies to prepare for an operation (FM 3-90-1).

Attack

An offensive task that destroys or defeats enemy forces, seizes and secures terrain, or both (ADRP 3-90).

Combat power

(Army) The total means of destructive, constructive, and information capabilities that a military unit or formation can apply at a given time (ADRP 3-0).

Combined arms maneuver

The application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative (ADP 3-0).

Conflict transformation

The process of converting the actors and conditions that motivate violent conflict into the governmental process to address the causes of instability (ADRP 3-07).

Cover

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body (ADRP 3-90).

Defensive task

A task conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks (ADRP 3-0).

Disengage

A tactical mission task where the commander has the unit break contact with the enemy to allow the conduct of another mission or to avoid decisive engagement (FM 3-90-1).

Enemy

A party identified as hostile against which the use of force is authorized (ADRP 3-0).

Envelopment

A form of maneuver in which an attacking force seeks to avoid the principal enemy defenses by seizing objectives behind those defenses that allow the targeted enemy force to be destroyed in their established positions (FM 3-90-1).

Fire support team

A field artillery team organic to each maneuver battalion and selected units to plan and coordinate all available company supporting fires, including mortars, field artillery, naval surface fire support and close air support integration (ADRP 3-09).

Flank attack

A form of offensive maneuver directed at the flank of an enemy (FM 3-90-1).

Forward observer

An observer operating with front line troops trained to adjust ground or naval gunfire and pass back battlefield information. Also called FO (JP 3-09).

Frontal attack

A form of maneuver in which the attacking force seeks to destroy a weaker enemy force or fix a larger enemy force in place over a broad front (FM 3-90-1).

Guard

A security task to protect the main body by fighting to gain time while also observing and reporting information and preventing enemy ground observation of and direct fire against the main body. Units conducting a guard mission cannot operate independently because they rely upon fires and functional and multifunctional support assets of the main body (ADRP 3-90).

Hybrid threat

The diverse and dynamic combination of regular forces, irregular forces, terrorist forces, and/or criminal elements unified to achieve mutually benefitting effects (ADRP 3-0).

Infiltration

A form of maneuver in which an attacking force conducts undetected movement through or into an area occupied by enemy forces to occupy a position of advantage behind those enemy positions while exposing only small elements to enemy defensive fires (FM 3-90-1).

Intelligence

(DOD) 1. The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. (JP 2-0)

(DOD) 2. The activities that result in the product. (JP 2-0)

(DOD) 3. The organizations engaged in such activities. See also acoustic intelligence; all-source intelligence; communications intelligence; critical intelligence; domestic intelligence; electronic intelligence; foreign intelligence; foreign instrumentation signals intelligence; general military intelligence; imagery intelligence; joint intelligence; measurement and signature intelligence; medical intelligence; national intelligence; open-source intelligence; operational intelligence; scientific and technical intelligence; strategic intelligence; tactical intelligence; target intelligence; technical intelligence; terrain intelligence. (JP 2-0)

Intelligence warfighting function

The related tasks and systems that facilitate understanding the enemy, terrain, and civil considerations (ADRP 3-0).

Joint fires observer

(DOD) A trained Service member who can request, adjust, and control surface-to-surface fires, provide targeting information in support of Type 2 and 3 close air support terminal attack control, and perform autonomous terminal guidance operations. Also called JFO. (JP 3-09.3)

Leadership

The process of influencing people by providing purpose, direction, and motivation, to accomplish the mission and improve the organization (ADP 6-22).

Linkup

A meeting of friendly ground forces, which occurs in a variety of circumstances (ADRP 3-90).

Local security

A security task that includes low-level security activities conducted near a unit to prevent surprise by the enemy (ADRP 3-90).

Mobile defense

A defensive task that concentrates on the destruction or defeat of the enemy through a decisive attack by a striking force (ADRP 3-90).

Movement and maneuver warfighting function

The related tasks and systems that move and employ forces to achieve a position of relative advantage over the enemy and other threats (ADRP 3-0).

Mission command warfighting function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions (ADRP 3-0).

Offensive task

A task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0).

Penetration

A form of maneuver in which an attacking force seeks to rupture enemy defenses on a narrow front to disrupt the defensive system (FM 3-90-1).

Protection warfighting function

The related tasks and systems that preserve the force so the commander can apply maximum combat power to accomplish the mission (ADRP 3-0).

Quartering party

A group of unit representatives dispatched to a probable new site of operations in advance of the main body to secure, reconnoiter, and organize an area prior to the main body's arrival and occupation (FM 3-90-2). See also advance party.

Reconnaissance

(DOD) A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. Also called RECON. (JP 2-0)

Reconnaissance in force

A deliberate combat operation designed to discover or test the enemy's strength, dispositions, and reactions or to obtain other information (ADRP 3-90).

Retrograde

A type of defense task that involves organized movement away from the enemy (ADRP 3-90).

Route reconnaissance

A directed effort to obtain detailed information of a specified route and all terrain from which the enemy could influence movement along that route (ADRP 3-90).

Screen

A security task that primarily provides early warning to the protected forces (ADRP 3-90).

Spoiling attack

A tactical maneuver employed to seriously impair a hostile attack while the enemy is in the process of forming or assembling for an attack (FM 3-90-1).

Stability operations

An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment; provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0).

Stability tasks

Tasks conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, and provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (ADP 3-07).

Stabilization

The process by which underlying tensions that might lead to resurgence in violence and a breakdown in law and order are managed and reduced, while efforts are made to support preconditions for successful long-term development (ADRP 1-02).

Sustainment

The provision of the logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0).

Sustainment warfighting function

The related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADRP 3-0).

Threat

Any combination of actors, entities, or forces that have the capability and intent to harm United States forces, United States national interests, or the homeland (ADRP 3-0).

Turning movement

A form of maneuver in which the attacking force seeks to avoid the enemy's principle defensive positions by seizing objectives behind the enemy's current positions thereby causing the enemy force to move out of their current positions or divert major forces to meet the threat (FM 3-90-1).

Unified action

(DOD) The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1).

Unified land operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. (ADP 3-0)

Unity of effort

The coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization which is the product of successful unified action (JP 1).

Warfighting function

A group of tasks and systems (people, organizations, information, and processes) united by a common purpose that commanders use to accomplish missions and training objectives (ADRP 3-0).

Wide area security

The application of the elements of combat power in unified action to protect populations, forces, infrastructure, and activities; to deny the enemy positions of advantage; and to consolidate gains in order to retain the initiative (ADP 3-0).

Zone reconnaissance

A form of reconnaissance that involves a directed effort to obtain detailed information on all routes, obstacles, terrain, and enemy forces within a zone defined by boundaries (ADRP 3-90).

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Index

Entries are listed by paragraph numbers unless mentioned otherwise.

<p>A</p> <p>air assault operation five phases. 5-75</p>	<p>patrols, reconnaissance seven types of. 7-74</p>	<p>Phase 3, Movement to the Linkup Point and Linkup. 7-104</p>
<p>B</p> <p>breaching methods three. 7-123</p> <p>breaching tenets five. 7-106</p>	<p>reconnaissance forms of. 7-21</p> <p>reconnaissance fundamentals. 7-13</p> <p>relief in place three techniques. 7-77</p> <p>route reconnaissance tasks. 7-27</p> <p>security operations enemy contact fundamentals. 7-47</p> <p>five forms. 7-48</p> <p>five fundamentals. 7-38</p> <p>zone reconnaissance tasks. 7-23</p>	<p>M</p> <p>mobile gun system capabilities. 1-56</p> <p>movement to contact fundamentals. 2-93</p>
<p>C</p> <p>CBRN six mission-oriented protective postures. 6-53</p> <p>cordon and search four element requirement. 2-138</p> <p>techniques. 2-157</p> <p>two techniques. 2-137</p>	<p>equipment. 1-56</p> <p>F</p> <p>fire control process four basic steps. 8-4</p> <p>forms of defense three. 3-34</p> <p>defense of a linear obstacle. 3-35</p> <p>perimeter defense. 3-37</p> <p>reverse-slope defense. 3-39</p>	<p>O</p> <p>offense mountainous terrain characteristics. 2-77</p> <p>seven forms of contact. 2-11</p> <p>six forms of maneuver. 2-25</p> <p>three movement techniques. 2-49</p> <p>warfighting functions. 2-36</p>
<p>D</p> <p>defense two types of withdrawal, 3-5</p> <p>defense transition two basic techniques. 2-234</p> <p>defensive three basic tasks. 3-13</p> <p>two defensive maneuvers. 3-16</p> <p>direct fire eight principles of. 8-11</p>	<p>G</p> <p>graphic control measures five types of battle positions. 3-72</p>	<p>P</p> <p>protection 14 protection tasks and systems, 6-6</p>
<p>E</p> <p>enabling operations guard operations three types of. 7-56</p> <p>passage of lines two basic conditions. 7-87</p> <p>patrols two types. 7-71</p> <p>patrols, combat three types of. 7-72</p>	<p>L</p> <p>linkups three phases. 7-101</p> <p>Phase 1, Far Recognition Signal. 7-102</p> <p>Phase 2, Coordination. 7-103</p>	<p>S</p> <p>search and assault three primary tasks. 2-148</p> <p>site exploitation three purposes. 2-149</p> <p>special purpose attacks ambush, three elements of. 2-219</p> <p>stability five primary stability tasks. 4-11</p>
		<p>U</p> <p>unified land operations. 1-14</p>
		<p>W</p> <p>weapons control status three levels. 8-56</p>

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4 February 2016

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is written in a cursive style with a large initial "G" and "O".

GERALD B. O'KEEFE
Administrative Assistant to
the Secretary of the Army
1602101

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